

University of Delaware Honorary Degree

ELLEN KULLMAN
DOCTOR OF SCIENCE

Transformational corporate executive, you earned your Bachelor of Science degree in mechanical engineering from Tufts University and your master's degree at the Kellogg School of Management at Northwestern University. After gaining experience at Westinghouse and General Electric, you joined DuPont as a marketing manager for its medical imaging business.

During your 25-year career with DuPont, you have served as president, executive vice president, and a member of the company's office of the chief executive. You started up two successful high-growth businesses, known today as DuPont Industrial Biosciences and DuPont Sustainable Solutions.

Since 2009, you have led the DuPont Corporation as CEO and chair of the board of directors. The company's first female CEO, you took over at a time of global economic upheaval, when sales at DuPont were falling and securing the future of the company was challenging.

You attacked the challenge with energy and innovation. In 2013, you told *Forbes* that you consider yourself a "transformer-in-chief," and you discussed the history and future of DuPont: "The first 100 years, we made explosives, the next 100 was modern chemistry and about 20 years ago we started in biotechnology," you said. "The next 100 years is going to be about integrating the sciences."

As the world's population grows, you know that feeding the world, protecting our environment, and creating energy are more important than ever, and you have positioned DuPont to be at the forefront of meeting these needs.

Among the investments you made in the future of the company—and our world—was \$10 billion in research and development for products to help agriculture sustainability and food availability. You have pushed the company to become a leader in the area of sustainability. And you have made major changes in how the company allocates its capital as well as in how it communicates within the organization and with customers.

Science and technology innovator, you have committed yourself to the education of future generations by serving on the Board of Directors of the CEO-led initiative Change the Equation, which works to improve the quality of science, technology, engineering, and math (STEM) learning in the United States.

As a member on the President's Council on Jobs and Competitiveness, you use your years of experience and wisdom to help provide non-partisan advice to the United States President on strengthening the nation's economy.

You also co-chair the National Academy of Engineering's Committee on Changing the Conversation: From Research to Action.

Powerful business leader, you are recognized internationally as an influential force in the worlds of business and science. You were named one of the "50 Most Powerful Women" in Business by *Fortune*; one of the 50 "World's Most Powerful Women" by *Forbes*; and the 2014 recipient of the Biotechnology Industry Organization's George Washington Carver Award for innovation in industrial biotechnology.

You chair the U.S. China Business Council and are a member of the U.S. India Business Council. In addition, you are an executive committee member of the Business Council and a board member of Catalyst, Inc.

Author and entrepreneur Seth Godin has said, "Leadership is the art of giving people a platform for spreading ideas that work."

Ellen Kullman, you recognize that science is critical to meeting the demands of the 21st century, and under your leadership, DuPont has continued the company's tradition of using the power of science and knowledge of the markets to transform industries. You have been a leader of positive change.

Therefore, under the authority of the Board of Trustees of the University of Delaware, I have the pleasure and honor of conferring upon you, Ellen Kullman, the degree of Doctor of Science and do declare you entitled to all the rights, honors, and privileges to that degree appertaining throughout the world. In testimony thereof, I am pleased to present to you this diploma.

A. Gilchrist Sparks III
May 31, 2014