



Sustained Excellence
in Tertiary Teaching
Kaupapa Māori Category

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**“E kore au e ngaro, he kākano i ruia mai i Rangīātea
I shall never be lost, I am a seed sown from Rangīātea.”**

This whakatauki (proverb) reflects Diane’s journey as a ‘teacher’ and shapes her relationships with students and colleagues. The ‘seed’ represents growth, development, and self-realisation and Rangīātea expresses the enduring connection to the cultural and spiritual journey from where we have come to where we are now. For her, being linked metaphorically to Rangīātea represents the attainment of higher learning, as handed down through generations. It is here she grounds her kaupapa Māori approach to teaching and learning, and herself as a Māori business school academic who shares her passion, expertise and knowledge to support and nurture the learning experiences of students and colleagues. Inspired by her late Māori father who, despite being punished for speaking te reo Māori at school and leaving to work at the age of 10, encouraged his daughters’ education. Diane is proud that he got to see a change in our world regarding the value of Māori knowledge and identity in tertiary education and of her contribution to this.

As one of the very few Māori Business School Faculty members at Otago since 2000, Diane teaches business, management and organisation to first-year students through to PhD students – from lecturing in business and management classes with 600+ students, to mid-size and small lecture classes, undergraduate tutorials and postgraduate workshops. Since 2014, she has developed kaupapa Māori business courses, both as part of the Bachelor of Commerce and non-credit earning, and has been introducing Māori content into traditional business curriculum since 2017.

Her teaching of Māori content is central, not peripheral, to current disciplinary norms of business and management. Her approach to teaching and learning reflects a robust and coherent collaboration of Western and Māori ‘spaces’, whilst maintaining the integrity of each. She achieves this by integrating her research on Māori economic development with traditional areas of management and organisation in the classroom, thus exposing her students to different cultural views and approaches to business that better prepare them for the reality of working in a globally diverse world.

Diane is committed to ensuring that her Māori and non-Māori Business School graduates are exposed to, inspired by, and challenged with Māori perspectives of economy and economic activity. When she started University as a student in 1995, there was very little mention of Māori business and no recognition of a Māori economy. However, the Māori economy is today worth an estimated NZ\$69 billion and continues to be a prosperous, growing and diverse representation of Māori enterprise and innovation. Diane believes the realisation of this potential is partly in the hands and minds of our future generations and is proud that her teaching ensures that Otago Business School students now learn about Māori knowledges, values, principles and practices in a way that respects and acknowledges the richness and applicability of Māori approaches to business today.

Diane believes kaupapa Māori teaching is about inspiring interest in and comfort with the content, and using it as a frame with which to consider the unique experience of each learner. Inspiration from her Dad to behave in the 'Māori way' - be herself, be honest and act with integrity - gave her confidence to embrace the strategies of open narrative, to encourage students to share what they know, what they don't know, and also those things of which they are fearful. She also shares her own experiences and learning.

When introducing Māori perspectives to her students, Diane doesn't promote the Māori way as the best or only way to think about business, nor does she expect students to be experts in te reo Māori, or te Ao Māori. Rather, she presents this as an opportunity to apply a different socio-cultural lens to the theories, concepts and practices of business. As her students are predominantly non-Māori, all she asks is that they are respectful in their attempts to address issues of language or values they may not understand. This enables students, Māori and non-Māori, to explore cultural concepts and principles in a safe space. It sustains Māori students in general, and adds to the learning experience of all students, providing insight into alternative ways of knowing and operating in business.

Since 2017, Diane has developed and delivered Māori content within the university's business curriculum for a Divisional course and four Department of Management courses, ranging from 100-level to 300-level. She has designed and delivered two undergraduate management papers with a strong kaupapa Māori perspective and will deliver a new postgraduate paper later this year. She has developed kaupapa Māori materials (teaching case studies, assessment resources) and support for students to learn and develop an enhanced understanding of business derived from Māori perspectives. She uses Te Whare Tapa Wha and the Meihana model (two Māori health models) in the context of human resource management (HRM) and Te Whata (Māori business model canvas designed by a Ngāi Tahu colleague) when introducing how Māori knowledges, identity and values influence business decisions.

Diane has also co-designed two short non-credit earning experiential kaupapa Māori business programmes - the University of Otago, Otago Polytechnic and the Upstart Business incubator He Kākano entrepreneurship programme (2014/2015) and, more recently, the Otago Business School Māori Business case week (2018/2019), a programme designed to expose Māori under-graduate students to the 'Māori-side' of what they are learning in the BCom degree.

Diane connects and works collaboratively with her colleagues to foster their own understandings and inspire them to embrace Māori context and content in their own research and teaching. She has delivered guest lectures for colleagues in the Department, Division, across the University and for programmes with external institutions, such as the NYU Stern DIBNZ programme (2020) and the Beijing Normal University Leadership Youth Development (YIELD) programme (2016/2017). She has also developed connections within the broader Management Education community. Her expertise was recognised with a best paper award in the Management Education stream at the Australia New Zealand Academy of Management (ANZAM) international conference (2016) and she was invited by the ANZAM Board to be a part of an expert panel on Indigenous business curriculum at the 2019 conference. She has five publications related to her experiences of kaupapa Māori teaching and learning in management education.

"I am honoured to have this opportunity in my teaching to inspire and challenge all of our students with an understanding of Māori knowledges, values and practices in the context of business studies. I am driven by the knowledge that my teaching means Māori students can see themselves, see their potential, in our business curriculum."