

## Curriculum Vitae - Te Taru White

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### Tribal Affiliations – New Zealand Maori

- Te Arawa (Ngati Pikiao)
- Ngati Porou (Te Whanau-a-Ruataupare)
- Tainui (Ngati Mahanga)

### Profile Summary

A competent, highly qualified senior executive with over 30 years experience in a wide range of professions. Ranging from scientific research to change management, human resource management, indigenous tribal development, leadership and for the past 9 years cultural leadership of the highly successful National Museum of New Zealand, Te Papa Tongarewa, and as Chief Executive of the New Zealand Maori, Arts and Crafts Institute, Te Puia.

This senior level experience across both private and public sector industries has provided Te Taru with a range of skills and competencies that enable him to deal with many challenging situations. He is outcome oriented and is able to apply both pragmatic and innovative solutions to problem solving. He has strong networks in the national and international scene and is very accomplished public speaker and presenter. He particularly enjoys involvement at the leadership/directorship level where his input can and has made a difference.

Te Taru's appointment to the role of Kaihautu (Co-leader) at the museum of New Zealand Te Papa Tongarewa, provided Te Taru with an opportunity to play a lead role in developing a unique bi-cultural institution. Te Taru believes in his leadership with the Chief Executive contributed to the continuing success of Te Papa as a world leader in museological practices particularly with regard to achieving significant involvement of communities and the development of successful and innovative exhibition related products. Te Taru believes that museums must be relevant to communities they serve and that this can be achieved in a manner that respects and empowers community participation. Te Taru believes that it is this approach that has made Te Papa what it is today. A highly regarded, dynamic, innovative, cutting edge institution that has continued to average 1.3 million visitors per year since opening. He believes that his co-leadership of Te Papa has been a recognised part of this success.

After six and a half years at Te Papa, Te Taru took up the position of Chief Executive Officer for the New Zealand Maori Arts and Crafts Institute Te Puia, located in Rotorua. Te Puia is New Zealand's leading Maori cultural institution and was established under legislation to preserve the arts and crafts of Maori. It generates revenues in excess of \$15 million per annum and employs 60 full time staff as well as up to 10 casual and seasonal staff.

Leadership of Te Puia as a national icon of cultural representation and preservation coupled with innovative product solutions and sustained financial success, have been a hallmark of this leadership.

## **Strengths**

- Proven leadership qualities across a range of sectors including the museum and cultural heritage sector
- Able to lead from the front (decisive) or empower others as required
- Extensive senior managerial experience in both the public and private sectors including management of significant budgets
- Lateral, innovative thinker
- Strong analytical and strategic planning skills
- Highly developed written and oral communication skills. Te Taru is highly experienced and accomplished public speaker and presenter
- Strong interpersonal skills at all levels
- Strong networking skills and experience both nationally and internationally
- Politically alert
- A team player and team builder
- Experienced “Change” maker

## **Education/Qualifications**

1996 – Certificate in Hard Business Network Brokering, TRADENZ

1995 – Certificate in Company Direction, Institute of Directors (NZ). University of Otago

1994 – Master of Business Administration, University of Waikato

1980 – Bachelor of Science with honours in geology, Victoria University of Wellington

1978 – Bachelor of Earth Sciences, University of Waikato

## **Career Highlights**

- Appointed as the Chief Executive Officer of the New Zealand Maori Arts and Crafts Institute (Te Puia).
- Appointed to the position of Kaihautu, National Museum of New Zealand, Te Papa Tongarewa with the opportunity to successfully lead and contribute to the development of a high profile and successful national museum.
- Establishment of strong international indigenous networks and business partnerships particularly with First Nations in Canada and several other private company boards.
- Appointed to the Board of Directors, Land Transport Safety Authority and Lakeland Health Limited.
- Principal Maori Crown Advisor on the sale of NZ Forestry Corporation which sold successfully (worth \$2 Billion).
- Maintaining effective leadership in tribal economic development through personal commitment over a period of 15 years. This included the restructuring of a tribally owned resort hotel from multi-million dollar debts, to New Zealand tourism award winning status in 1997. He was also elected to the chair of several other tribal incorporations in forestry and farming.
- Recognition as being a leading public speaker both nationally and internationally on indigenous people development
- Successfully managed and led the Rotorua Office of the Ministry of Maori Development to a position of credible standing within the Ministry. Subsequently progressed to senior executive position of Group Manager Regions responsible for 13 regional operations throughout the country.
- Appointed head of the economic development section for the Ministry of Maori Development.
- Acting CEO for the Ministry of Maori Development when required.
- As group regions manager successfully managed the regional development and initial implementation of the government’s ‘fiscal envelope’ consultation process with Maori.

- During this period completed an executive Masters Degree in Business Administration at the University of Waikato and established business networks in the process.
- Gained extensive experience in leadership and co-ordination roles in various community organisations culminating in the election to the chair of several Maori forestry and farming incorporations and trusts.
- Advanced career into senior management in the health sector and gained considerable experience in the human resource and change management areas during the early stages of the health sector reforms in New Zealand.
- Successfully advanced career into senior management within the Department of Maori Affairs. Facilitated establishment of tribal runanaga and authorities in the Bay of Plenty region.
- Made a major career transition into social service fields during the early years of state sector reforms and gained ‘hands on’ experience with change management issues.
- Established and co-ordinated social resource units for redundant workers in Huntly and Tokoroa during this period.
- Managed scientific and investigative programmes in engineering and geological fields. Co-authored and published scientific papers in this field.

#### **June 2007 to June 2010**

#### **Chief Executive Officer, New Zealand Maori Arts and Crafts Institute, Te Puia.**

The principal purpose of this role is to ensure growth in the Maori arts, crafts and culture, as articulated in the NZMACI Act 1963, through maintaining a balance between commercial viability and cultural and spiritual integrity.

During my time at Te Puia I have taken Te Puia through a three year period of intensive change which included significant capacity changes at the senior management level and the implementation of a new Board of Directors.

I developed a five year cultural strategy, half of which has been successfully completed or in progress to date.

Te Puia’s profile has been raised nationally and internationally through innovative product solutions and entrepreneurial activities which in turn has resulted in successful financial outcomes and a strong organisational culture. A focus on quality and authenticity has resulted in a 95% Qualmark rating and an Environmental Gold Award.

Summary of Key Achievements include;

- Successfully led Te Puia as an icon of cultural representation locally and internationally.
- Brokered cultural exchange programmes internationally including the gifting of a significant cultural treasure on behalf of New Zealand to China at the World Expo 2010.
- Developed and implemented a successful cultural centre model recognising both cultural and commercial imperatives.
- Led Te Puia through a worldwide recession and pandemic with a \$1.7 million net profit above budget, growth of the schools of learning, environment gold award, debt free position and \$5 million cash in the bank, and maintained staff levels.

*“Te Taru has raised the cultural profile of Te Puia to a position where quality and authenticity are important features. This is reflected in the high qualmark ratings and environmental gold accreditation awarded to Te Puia coupled with the repositioning of Te Puia cultural product at the forefront of the industry.”*

**Harry Burkhardt – Chairman Te Puia 2010.**

**March 2007 – June 2007**  
**Private Sector Consultant.**

- Developed and led a trade mission programme to Canada for the Tainui Trust Board, led by King Tuheitia.
- Achieved successful trade outcomes with first nations business in Canada including the signing of a Memorandum of Understanding with the Squamish nation on future trade opportunities.

*“I know that with your extensive links to both Te Arawa, whanau, hapu and iwi throughout Aotearoa, and of course the indigenous communities throughout the globe, that you will bring to Te Puia an impressive new energy to attract the world to Te Whakarewarewa Village.”*

**Tariana Turia – Co-Leader, Maori Party 2007.**

**December 2000 – March 2007**  
**Museum of New Zealand Te Papa Tongarewa (Te Papa) - Kaihautu.**

Appointed to this top level position at Te Papa with primary responsibility for co-leading with the Chief Executive, the bicultural development of the museum.

Te Papa is clearly a leader in this field and during my time, new strategic initiatives were developed and implemented particularly in terms of building the internal and external bicultural capacity of the organisation. This has included development and implementation of leading edge policies and the development of significant relationships with indigenous tribes and other institutions. As co-leader of Te Papa I have been directly involved in all key decisions of the organisation including conceptual thinking and development and along with the Chief Executive had joint signing authority. I have also played a key role in the opening of many of Te Papa’s exhibitions and events both in New Zealand and internationally and have represented Te Papa on many important occasions. Along with the CEO, I reported directly to the board of Te Papa on a quarterly basis.

While there are many operational achievements that I have played a direct part in, over arching achievements include;

- Successful joint leadership of Te Papa achieving an average of 1.3 million visitors per year, shift visitor demographics to a largely younger population (20-35 years) and an indigenous (Maori) visitation exceeding the national demographics for this sector of the population.
- Successful development and leadership of Te Papa’s unique bi-cultural model that has empowered communities and maximised their participation and accordingly added significant value and edge to Te Papa’s business.
- Leadership of Te Papa’s relationship with tribes across New Zealand resulting in direct tribal support for Te Papa initiatives.
- Recognised leader and representative of Te Papa on many diverse occasions internationally and nationally including public speaking, lectures, debates, exhibition openings and inter-Government events.
- Leadership of national and international repatriation initiatives including the return of Ancestral remains.

*“You have been an excellent Kaihautu for us and a splendid leader. But more importantly you have enhanced our relationships with a range of outside communities in a way which has been very positive and worthwhile for Te Papa.”*

**Roderick Deane – Chairman Te Papa Tongarewa 2006.**

**August 1997 – November 2000**  
**Private Sector Consultant – Economic Development.**

Left public sector to set up own consulting business in indigenous economic development. As well as private consulting work I had teamed up with internationally based indigenous entrepreneurial groups in North America and was a co-leader in several indigenous national and international initiatives.

On the consulting front, initiatives included work on developing options for settling Maori forestry related treaty claims. Consultant to the Foundation for Research Science and Technology on the Public Good Funding Programme, Ministry of Transport roading reforms, University lecturing on Maori development issues, commissioner on resource consent hearings in the Kapiti region, and on the local level, nationalisation of a Maori health programme and undertaking a range of human resource projects for educational and community organisations. This included some lead consultation work with Maori communities for the royal commission on genetic modification. Numerous strategic planning sessions have also been carried out for local organisations.

During this period and as a result of being closer to home, increased involvement in tribal economic development included playing a lead role in the establishment of new business structures within tribal trusts and incorporations. This included forestry lease consolidations, formation of a joint venture dairy unit, the ongoing development of Okawa Bay lake Resort and leading negotiations in several significant and innovative investments with high level returns.

Additional responsibility during this period included the development and management of the Te Arawa Economic summit held in October 1998.

Recognition of work experience and expertise resulted in several board appointments during this term including the Land Transport and Safety Authority and Lakeland Health Ltd. I was also appointed to the Carter Holt Harvey forestry forum involved with biotechnology research.

A key feature of this period was the ongoing development of international indigenous networks particularly with First Nations people in Canada and to a lesser degree the United States. Primary focus was on the development of indigenous owned resources and business opportunities. This culminated in the development of several new companies based out of North America of which I was Director and co-shareholder. These companies were involved in property development and entertainment fields. I was also a Director of the Native Investment and Trade Association which is based in Vancouver, Canada.

**1995 – August 2007**  
**Ministry of Maori Development (Wellington),**  
**Branch Manager, Assets Management/Economic Development.**

This position was one of five senior executive positions responsible directly to the Chief Executive.

The branch had 22 full-time staff and an operational budget of approximately \$3.5 million.

The branch had primary responsibility for developing policy positions to enhance the asset and economic resource base of Maori. As well as development of physical resources, this extended to intellectual property right and bio-diversity issues. The key focus was on development strategies (as opposed to ownership and rights issues) and represented a significant change in direction for the Asset Management portfolio.

As Branch Manager, my primary role was to provide strategic direction and leadership of the Assets Management unit and to ensure that overall planning, productivity and budgetary requirements were met. Associated with this was responsibility for ensuring that positive relationships with relevant internal and external stakeholders and networks at a senior level were maintained.

Key output areas included:

- Provision of advice on appropriate interventions to maximise tribal Iwi and Hapu potential to benefit from asset use.
- Co-ordination of pilot test programmes in structural, financing investment and wealth distribution choices.
- Identification and advice on risk to Crown's treaty partnership with Iwi and Hapu and its relationship with Maori in respect of Maori assets and economic development.

Key achievements included:

- Development and implementation of a geographical information system that for the first time quantified and qualified the Maori asset base throughout New Zealand.
- Development of innovative policies in Maori economic development that focused on capacity building of Maori for self determined development.
- Development of international business relationships with Indigenous peoples in Canada and the United States which have since led to joint venture arrangements.
- Development of key networks and linkages with industry and business sectors.
- Providing critical advice as the Crown's Principal Maori Advisor on the consultative processes leading to the successful sales of New Zealand Forestry Corporation worth \$2 million.

Additional responsibilities on a corporate-wide basis included responsibility for chairing the Strategic Management team of the organisation. The team collectively comprised other Branch Managers and the Chief Executive Officer. Their primary responsibility was to establish key strategic directions for the organisation as a whole.

Also during this time I frequently took the role of Acting Chief Executive Officer for the Ministry of Maori Development during the absences of the then Chief Executive, Wira Gardiner.

**1993 – 1995**

**Ministry of Maori Development (Wellington), Group Manager.**

Senior Executive position responsible for providing management and leadership of the organisation's 13 regional offices.

Position responsibilities:

- 70 full-time staff
- An operational budget of approximately \$8 million. End of year budget performance figures for the 93/94 period were within 0.1% (under-expended of the total budget).

Specific responsibilities included strategic development and leadership of regional operations within the strategic planning and budgetary requirements.

Key output areas included:

- Provision of advisory services to Maori individuals and organisation on services available to them from mainstream agencies.

- Provision of advisory services to Government and Private Sector agencies on how their services may be more accessible to Maori.
- Monitoring responsiveness of mainstream agencies on the provision of service to Maori.

**1992 – 1993**

**Ministry of Maori Development (Rotorua),  
Regional Director.**

Managed and led the local office of the Ministry in developing and implementing services aimed at facilitating access by Maori to public and private sector resources.

Responsibilities included:

- Management of 7 full-time staff
- An operational budget of \$550,000. End of year budget figures were maintained within 0.5% (under-expended) of total budget.

Specific key output areas involved ensuring that those outputs described in the above Group Manager description, were achieved within the Rotorua District Office region.

**1990 - 1992.**

**Bay of Plenty Area Health Board,  
Human Resource Manager.**

Responsible for managing all human resource services associated with the Southern Health District of the Board (based at Rotorua Hospital).

The Human resource section provided support for around 1,000 staff across 10 different employment groups each with its own separate Trade Union.

Responsibilities included:

- **Local Management of Payroll** – ensuring that payroll needs and enquiries of all staff were actioned and met.
- **Personnel Services** – management of leave records and staff personnel files. Also development of personnel policies with respect to EEO, health & safety, recruitment, procedures etc.
- **Industrial Relations** – dispute resolution and negotiations with a range of trade and professional unions.
- **Staff Training and development** – Development and implementation of staff training programmes across the organisation.
- **Change management and contract management services** – as part of the Senior Management Team, managing organisational change processes resulting from Area Health Board reforms. Also managed individual contract arrangements for Senior Medical staff.
- **Senior Management Team participation** – as part of this team, providing strategic Human Resource management input into organisational directions and development.

As Human Resource Manager, I had direct responsibility for:

- 8 full-time staff.
- An operational budget of approximately \$1 million.

**1989 - 1990**

**Bay of Plenty Area Health Board,  
Co-ordinator EEO.**

First corporate appointment to the newly formed BOP Area Health Board. I was responsible for establishing and implementing EEO policies and practises throughout the organisation.

**1987 - 1989**

**Department of Maori Affairs (Rotorua),  
Management Advisor / Assistant District Manager,  
Corporate Services.**

Responsible for managing administrative and support activities within the Waiariki District. The role was broadened to include provision of administrative support and advice to Maori in the region in terms of organisational structures and development.

It was preceded by the short transition periods as a voluntary community worker with redundant mine workers, as a consultant to the Department of Maori Affairs on redundancy issues and as a Senior Community Officer with the Department.

**1984 - 1987**

**NZ State Coal Mines (Huntly),  
Mining Engineer (Geomechanics/Geology).**

Responsible for the management and supervision of all Geological and Geotechnical programmes associated with the Huntly East underground mine.

Responsibilities included:

- Calculation of coal reserves estimates.
- Involvement as part of the senior management team in overall mine planning. Considerable "hands on" expertise was required.

**1980 - 1984**

**NZ Ministry of Works & Development,  
Engineering Geologist.**

Employed as the resident Engineering Geologist at Central Laboratories, Gracefield, Lower Hutt.

Responsibilities included:

- Management of and participation in all facets of research, site testing and laboratory analysis.
- Specialist input into geological and geotechnical investigations for civil engineering works throughout New Zealand.

**1978 - 1980**

**NZ Ministry of Works & Development,  
Engineering Technical Officer.**

Responsible for supervising and managing laboratory/field testing programmes and drilling investigations associated with civil engineering structures.

**1973 - 1978**

**Waikato University,  
Bachelor of Science (Earth Sciences).**

Study was interrupted with periods of employment with omnibus and heavy vehicle transportation firms.

**1971 - 1973**

**NZ Ministry of Works & Development,  
Engineering Technician.**

Civil Engineering technician on the Tongariro Hydro-Electricity scheme involved in quality control testing of construction materials.

### **Professional Development**

- Involvement in numerous public sector workshops and seminars on management practices including change management, strategic planning, communication, computer software, leadership and human resource management.
- Academic achievement – Masters Degree.
- Up skilling in company directorship roles and responsibilities.
- Ongoing development of sector/business networks.

### **Organisation Membership**

#### **Past:**

- Institute of Directors in New Zealand
- New Zealand MBA Association

#### **Present:**

- Member of The Rotorua Tourism Board

### **Chairperson of**

#### **Past:**

- Pukahukiwi Kaokaoroa farm Incorporation
- Board of Directors, Pikiaro trusts and Incorporations Ltd (*owners of Okawa Bay Lake Resort*)
- Maori Forestry Association

### **Member of**

#### **Past:**

- Director, Native Investment & Trade Association, Canada.
- Director (and Vice President – South Pacific), Tsimcrehawk Development Ltd.
- Director (and Vice President), Global Indigenous Development Inc.
- Te Arawa Federation of Maori Authorities.
- Taheke – Paengaroa Forest trust.
- Museum of New Zealand National Services Committee.
- Member of the Board, Waerenga Pukahukiwi Ltd.
- Member of the Board, Land Transport and Safety Authority.
- Member of the Board, Lakeland Health Ltd.

#### **Present:**

- Member of the Board, Maori in Tourism Rotorua.



**Personal Details:**

Date of Birth: 3<sup>rd</sup> December 1953

Family: 3 children, 14, 25 & 28 years.

Nationality: New Zealand Maori

Leisure Activities: Personal fitness and exercising, golf, motorcycling, and swimming.

**Referees:**

Available on request.