

**Robert K. Masuda**  
*YMCA & Public Service Executive (Retired)*

**Brief Resume Summary**

**PERSONAL:** Born: Honolulu, Hawai'i [REDACTED]  
Home: Waimea, The Island of Hawai'i [REDACTED]  
Email: [REDACTED]

**EDUCATION & SPECIAL HONORS:** M.B.A. (Executive M.B.A. 1979), University of Hawaii, College of Business Administration; plus advanced studies in Educational Administration. B.S. Chicago's George Williams College, Applied Behavioral Science & Group Work Education (1965). Conferred Doctor of Humane Letters, honoris causa, University of Hawai'i (2015). Inducted to YMCA of USA National Hall of Fame (enshrined at Springfield College, MA. 2016).

**PROFESSIONAL EXPERIENCE:** Bob Masuda has served More than 55 years as a leader in building and operating YMCA organizations in Hawai'i, the USA and World, including over 12 years of public service on County, State & Federal levels.

Among YMCA positions Bob has been the Executive Director of the YMCA of the USA's International Division, and, President/CEO of both the YMCA of Honolulu and The Island of Hawai'i YMCA. His experiences included complex international work requiring sensitive negotiations and trouble shooting, often through interpreters, in four continents, the Pacific, Middle East and across the U.S. In Executive positions his reputation was of strong management and leadership in the development of YMCAs, including initiating & managing contracts worth many millions of dollars annually, as well as organizing effective management teams at local, metropolitan and national YMCA levels.

Bob Masuda has also served The City & County of Honolulu as Director, Dept. of Parks & Recreation; (and in post-retirement) The State of Hawai'i as First Deputy Director, Dept. of Land & Natural Resources; The University of Hawai'i System as Senior Advisor, Natural & Cultural Resources Planning, Office of the VP for Research & Special Assistant to the President of the University of Hawai'i. He currently serves as Senior Advisor, US Forest Service, Institute of Pacific Islands Forestry, and, The Tropical Hardwood Tree Improvement & Regeneration Center (both science research & development organizations.)

**HONORS & AWARDS:** Dr. Masuda has served actively in his State & local community as a Board Director & Officer of a variety of significant non-profit organizations. He earned the National YMCA's John R. Mott Fellowship and has been honored with George Williams College (Chicago) Distinguished Alumnus Award; The Hawai'i Bar Association's Liberty Bell Award; Hawaii State Jaycees Honoree as one of "The Ten Outstanding Young Men in Hawaii"; American Red Cross, Pacific Division, "Merit Award for Outstanding Volunteer Service"; and the Hawai'i Conservation Alliance's Distinguished Service Award. He is also honored as *Director Emeritus*, YMCA of Honolulu's (Corporate) Metropolitan Board.

**MAJOR CIVIC & VOLUNTEER SERVICE (Summary):** Hawai'i County Comm. on Aging; State Executive Council Member for AARP; Board Vice Chair & Director, Hawai'i Conservation Alliance Foundation; Board Vice Chair & Director, HANO (Hawai'i Alliance of Non-profit Organizations); Steering Comm. for the HI Island Public Shooting Range Working Group; and helping friends with community service & environment issues.

*Past and current activities include:* University of Hawaii, College of Business Administration Advisory Board (past Chair); President, Waikiki Rotary; Hawaii State Commission on Substance Abuse (past Chair); Board of Directors, Hawaii Medical Service Ass'n.; St. Andrew's Cathedral; Pacific and Asian Affairs Council; Exec. Comm., CODEL (Coordinating group representing leadership of all major National Organizations and Churches involved in International human service activities); Board of Governors, Hawaii Preparatory Academy.

Leadership on the Board of Directors of Na Leo Public Access Cable TV Network for the island of Hawai'i; The Diabetes Network of Hawai'i, dba Diabetes Education & Counseling Center of East Hawai'i; *Puhala* – North Kohala's Intergenerational Center; volunteer consultant to County of Hawai'i Prosecutor & Police Chief in establishing Federal Weed & Seed Program for the Pahoia area and the Puna District; Hawai'i Island United Way, Human Resource Committee and Strategic Planning Comm.

**Attachment.*****INTERNATIONAL & WORLD SERVICE WORK:***

*\* following paragraphs are samples of a variety of Bob's international experiences (for background perspective.)*

*\*\* note: for speech introductions, please only use experiences as appropriate to occasion.*

Bob provided significant International and World Movement leadership on behalf of the YMCAs of the United States, both during tenure as President/CEO of the YMCA of Honolulu on special assignments from National Executive Director Solon Cousins and during service as the Executive Director of the YMCA of the USA International Division & International Committee. Represented US YMCA with national and local leaders throughout emerging nations during the 1983-1993 decade when China was re-establishing its contact and relationship with the American Movement; Central & Eastern Europe YMCAs were being re-established and properties reclaimed; the Soviet Union was changing with the Independent States of Russia, Ukraine, Belarus, Georgia, Armenia, Baltic States and others were engaged in partnerships with American YMCAs for programs aiding in national transition processes. Bob Masuda provided active and visionary leadership in this period of change in the world, personally negotiating the sensitive issues of repatriation of assets on behalf of emerging national YMCAs and leading the early development & training events with leadership of these reemerging YMCAs.

***[Summarized examples of experiences.]***

As Executive Director of the YMCA USA's International Division, Robert K. Masuda renewed and strengthened national movement relationships with both the Canadian and Mexican National YMCA's with close partnership coordination, Inter-Movement cooperation and regular joint strategic planning retreats with the International and/or National Staffs of the YMCA USA with the YMCA of Canada and the Mexican Confederation of YMCAs. This initiative by Mr. Masuda resulted in improved mutual respect & cooperation between our USA YMCAs and each of our northern & southern border neighbor YMCAs during Bob's entire tenure as YMCA USA ID Executive.

Throughout his career Bob Masuda has played a significant role in YMCA relationship, events and management development between the YMCA of the USA and YMCAs in Asia & The Pacific – significantly with the YMCAs of Japan and the YMCAs of China. He served as the key representative for the USA YMCA for several decades with the National General Secretaries of both China and Japan. (He personally worked with seven Japanese National General Secretaries and four Chinese National General Secretaries.) He has been involved in countless events and programs with multiple YMCAs in Japan over fifty years, and also helped to initiate and lead major service in the training of Chinese YMCA leaders in the reemerged YMCAs of China and in their work for successful demonstration models for improving Medical Hospital Care and Educational Programs in Rural China.

Robert K. Masuda gave inspiration and leadership to significant initiatives to promote international development and the strengthening of local American YMCAs through programs such as the Development Education Symposium and Conferences that he Chaired and which were sponsored by the World Alliance of YMCAs. He also made critical appointments, such as delegating staff to help lead the green environment efforts like the Rio Global Environment Conference in the late 1980's which led to increase involvement of American youth with global & US environmental understanding. In addition Masuda Chaired the Mid-West Region US Forum at the request of our US Government in preparation for the Global event.

He led the YMCA of the USA's Centennial Event for World Service with the creation of "Roots & Wings" an event which brought together former World Service Fraternal Secretaries & YMCA leaders from all World Regions with One Hundred Young Professionals from Canada & the USA to engage each other in the YMCAs World & International legacy, current issues & challenges, organizational strengths and inspiration for moving forward together. Participants went directly from that experience to join hundreds of other YMCA professionals, volunteers and retired Fraternal Secretaries in the Twin Cities for a significant and inspirational International Centennial Experience!

Masuda initiated and led activities for strengthening partnership with the Africa Alliance of YMCAs – initiated effort for developing self-determination capacity and funding authority for local program services and projects through jointly agreed strategies for support through YMCA USA World Service and USAID. Africa Alliance leadership continues to remember this effort by the YMCA of the USA in sharing confidence and dignity as partners. Outcome was increased humanitarian aid and productivity in humanitarian services.

During this period, Bob Masuda also helped define various processes for more effective assistance with YMCAs in “areas of crises” and “YMCAs with management & organizational crises”. He gave personal leadership with “YMCAs in areas of crises”, traveling several times each year to Belfast, Northern Ireland & The Republic working at the invitation of and in partnership with the Belfast YMCA and the Irish YMCA, and, working actively in support of the YMCA USA’s Jerusalem International YMCA, East Jerusalem YMCA, Gaza YMCA, Nazareth YMCA and others in meetings with leadership of regional factions.

Throughout his professional career Robert K. Masuda built bridges of friendship and trust with staff & volunteers with whom he served as a representative of the YMCA of the USA. He led staff development and organization development conferences, workshops and symposiums in all the regions of the world, giving numerous speeches in promoting the mission & causes of his beloved YMCA and it’s commitment to peace, cultural understanding, respect for all living things and humanitarian partnership & love. In retirement he continues to serve voluntarily with YMCA activities especially related to international & cross-cultural understanding, environmental & global natural resource health, and, with youth development efforts for the YMCA and various major charities on a community, State and International level.

#### ***SIGNIFICANT PROFESSIONAL DEVELOPMENT ACTIVITIES:***

- \* World Alliance of YMCAs: U.S. Representative, 1988-93. Chairman, World Development Education Consultation (Geneva & New York). World Council & Assembly (Seoul), U.S. Staff Director, 1991.
- \* Coordination in Development (CODEL), National Consortium of Protestant, Catholic and Orthodox Churches International Development Leaders: Executive Committee, 1988-92.
- \* Association of Professional Directors of the YMCA: Hawaii Chapter President, 1970-72.
- \* American Camping Association: President, Hawaii Section, 1968-69; Region VII Bd. of Directors (Western States), 1966-69.
- \* Lecturer in Management. National Training Institute of the National Council of YMCAs of Japan. Tokyo, Japan, 1979.
- \* Member of the Secretariat for the First YMCA World Urban Conference, Tokyo and Tozanso, Japan, 1979. Participants included CEOs of over 100 of the largest urban centers world-wide. [Attended 2nd World Urban Conference as CEO, 1983.]
- \* Three months study in Japan and Korea. Emphasis on organizational development and planning of selected YMCAs, and cross-cultural aspects of business in four major U.S.-Japanese joint-venture corporations and four largest Japanese YMCAs, 1977.
- \* Consultant in Community Development and Youth Services to the Trust Territory of the Pacific Islands, Community Development Division. Organization development and youth services consulting and training in variety of projects and activities in all districts and the Northern Mariana Islands, 1972-80. Special Assistant to the Governor of Truk, Federated States of Micronesia, 1978-85. Appointed by Governor Erhart Aten.
- \* Member of Secretariat for Asia-Pacific Consultation of the National Council of YMCAs of the U.S., Canada, and the nineteen member countries of the Asia Area Committee of the World Alliance of YMCAs. Baguio, Phillipines, 1974.
- \* East-West Center, Institute for Technology and Development, Public Leadership II; Leadership Strategy in Developmental Projects. Served as Program Rapporteur, 1973.