

Robert K. Masuda

YMCA & Public Service Executive (Retired)

Summary of Background

More than 55 years as a leader in building and operating YMCA organizations in Hawaii, the USA and world, including over 12 years of public service on County, State & Federal levels. YMCA experience 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 installed strong budget controls, maintained community and government leader contacts; selected and developed personnel at all supervisory levels; initiated and managed contracts worth many millions of dollars annually; organized management teams at local, metropolitan and national YMCA levels; active in community as board member of a variety of non-profit organizations. Active leadership in post retirement decade in guiding, promoting and advocating for science research, natural and cultural resource advancement.

Earned national YMCA's 1974 *John R. Mott Fellow* Scholarship Award. Honored with *Distinguished Alumnus Award*, George Williams College (Chicago) (1975); Honoree as one of "*The Ten Outstanding Young Men in Hawaii*", Hawaii State Jaycees (1971); "*Merit Award for Outstanding Volunteer Service*", Typhoon Pamela, Disaster Volunteer Coordinator in Pacific Islands, American Red Cross, Pacific Division (1976), and, *The Liberty Bell Award*, The Hawai'i Bar Association (2000). *Director Emeritus*, YMCA of Honolulu's (Corporate) Metropolitan Board (2009). *Distinguished Service Award*, Hawai'i Conservation Alliance (2011). Conferred Doctor of Humane Letters *honoris causa*, University of Hawai'i (2015). Inducted YMCA of USA *National Hall of Fame*, enshrined at *Springfield College, MA*, (2016).

WORK & SERVICE HISTORY INCLUDES

Senior Advisor, Special Programs Development, Institute for Pacific Islands Forestry, Forest Service, USDA
(June, 2007 – Present), 50%FTE & Volunteer Service.

Advises, consults with and assist IPIF/USFS management & scientist with variety of programs, projects and initiatives consistent with agency mission, especially as related to the natural & cultural resources of Hawai'i. Responsible for special assignments in consultation with the Institute Director. Advises & facilitates strategic direction of agency priorities as they relate to inter-agency cooperation on multiple governmental levels.

Provides vision and management leadership to Tropical Hardwood Tree Improvement and Regeneration Center (TropHTIRC), a partnership of private, non-profit, federal & State organizations. Leader in promoting science, natural and cultural resource advancement, conservation, education and active cooperative work among these critical areas. Advocate of Hawai'i's legacy of sustainable living practice and values, promoting these island strengths as values for global progress.

Leadership in securing major funding to establish research & science consultations in Tropical HTIRC and local reforestation initiatives. Leadership to provide for long term development in conservation forestry through initiation of Akaka Foundation for Tropical Forestry which will support research activities of TropHTIRC, restoration of Ohia to the landscape, and cultural activities that stem from the importance of Hawai'i's forests.

Senior Advisor, Natural & Cultural Resources Planning, Office of the VP for Research, UH System, and, Special Assistant to UH President David McClain. (June, 2007 – June, 2009) 50%FTE. Worked with the VP Research in support of UH System/President's agenda pursuant to special developments (IFA) and interface of science & culture as pertaining to the development of the Comprehensive Management Plan for Maunakea (Science Reserve.) Represented the President & UHS in public hearings, information sessions and meetings pursuant to science & cultural resource interest.

First Deputy Director, Dept. of Land and Natural Resources, State of Hawai'i (May, 2005 - May, 2007). Served as 2nd in command of Department responsible for the long-term sustainable management, maintenance, protection and utilization of existing and potential ocean, land, natural and cultural resources of the State of Hawai'i in an integrated manner and in partnership with others from the public and private sectors. Special assignments included oversight of divisions with challenging issues, DLNR leadership with two critical natural disasters, along with general management assistance to the Chair of all eleven DLNR Divisions & Offices. Active as DLNR representative on the Aloha Tower Development Corporation, State's Agro Business Development Corp., IT Governance Committee, Natural Area Reserve System Commission, and, the Hawai'i Ass'n. of Conservation Districts. Personal areas of interests within department's initiatives included environmental education, cultural and natural resource protection and relationships, forestry and marine life sustainability.

President & CEO of The Island of Hawai'i YMCA (1993 – retired Dec. 2003). Responsible for overall management and development of YMCAs on the island of Hawai'i, in particular the consolidation of three previously independent YMCAs into one corporate organization. Professional duties included: Board, volunteer and staff development; capital and operating fund-raising; community development and relations; establishing system of environment & outdoor-education centers which utilized and emphasized our Island's diverse and unique ecosystems; and long range planning for future of organization in complex economic times.

Provided executive leadership to The Island of Hawai'i YMCA during a period of organizational growth and expansion with emphasis on innovative programs and services, in era of economic challenge. New developments included a comprehensive aquatic leadership & ocean resource program; health & fitness partnerships with elementary schools; cooperative work with fitness for the physically challenged; Mediation Services; and expansion of child-care and youth work services. Instrumental as CEO in the acquisition of major property assets for use as permanent YMCA branch sites in Kona, Waimea and Pahoa, along with preparation of the Y's Hilo site for expansion. Directed establishment of the Association's Long Range Plan and Capital Improvement & Facility Development Plan.

Concurrently served as **Director of the YMCA of the USA's International Office for China & the Pacific** (1993-'98). Responsible for representing USA YMCA with National Movements throughout China and the Pacific area. Gave leadership to organization development and partnership service between YMCAs. Developed responsible understanding of and support for China and the YMCAs of China, in particular its exciting role in Community Development during their period of transition of economic systems.

Executive Director, International Division, YMCA of the U.S.A (1987 to 1993). Responsible for leadership and overall management of the international relations, service and program system of the YMCA of the USA. Obtained, managed and evaluated government contracts used to assist worldwide YMCA development projects. Directed the US efforts to strengthen worldwide relationships with 110 YMCA movements through World Service support, development cooperation and local partnership relations, often requiring sensitive, strong and patient problem solving. Directed the US YMCAs International, Global Environment and Development Education programs within the U.S. and through the World Alliance of YMCAs.
* Please see attachment for examples of experiences and achievement as an international leader during a period of significant transitions of political and governance systems in the world – from the early 1980s through the 1990s.

President and CEO, YMCA Honolulu (1983-'87). Initiated, with its Board, a long-range plan for retiring debt, expanding local, national and international operations, establishing endowments, renovating branches; promoted and directed collaborative efforts with government agencies which helped establish the YMCA as Honolulu's premier non-profit youth organization; led operations and funding efforts which raised over \$6.5 million for building branches.

Director of the Department of Parks and Recreation, City and County of Honolulu, (1981-'82). \$30 million operating budget, over 2,000 employees, 8 divisions, multi-million dollars in capital improvements during 2 years of service. Member of the Mayor's Cabinet, "Waikiki 2000" and "Downtown 2000" Planning Task Forces, others associated with redevelopment and beautification of Honolulu.

From 1965 - 1980, worked in a variety of operations, including three branches as Branch Executive for YMCA's in Honolulu with progressive management and budget responsibilities. First responsibility was the development of the School Outdoor Education Program involving thousands of public & private school children on O'ahu at the Y's Camp H.R. Erdman.

MAJOR COMMUNITY SERVICE. Currently working on issues of Health Care & Long Term Care - HI County Comm. on Aging; (2007-'13 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 (new organization serving north Kohala); volunteer consultant to County of Hawai'i Prosecutor & Police Chief in establishing Federal Weed & Seed Program for the Pahoa area and the Puna District; HIUW, Human Resource Committee and Strategic Planning Comm.

EDUCATION. M.B.A. (Executive M.B.A.), 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*.

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 month's 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, Philippines, 1974.
- * East-West Center, Institute for Technology and Development, Public Leadership II; Leadership Strategy in Developmental Projects. Served as Program Rapporteur, 1973.

[4p. Curriculum Vitae.-RKM; july.2016]

*** Attachment: following paragraphs are samples of a variety of Bob's international experiences as supplement to the section briefly noting "Work & Service History" in his short version resume. (for background perspective.)**

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 it's 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.

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.

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 boarder neighbor YMCAs during Bob's entire tenure as YMCA USA ID Executive.

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, also delegating staff to help lead the green environment efforts such as 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.

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 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.

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!

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 its 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.

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