

# Mark Szabo LLB, MBA

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## CAREER PROFILE

An articulate, driven and personable consensus builder who leverages his unique expertise in communications, governance and law to break down barriers and generate enthusiasm for corporate strategic objectives among board members, stakeholders, customers and employees.

## SUMMARY OF ACCOMPLISHMENTS

- Advised chair and chief governance officer on best practices for improving board and management interaction. **Result:** Both parties re-evaluated their approach to engagement among the board members and with management.
- Re-drafted substantial portions of corporate by-laws in consultation with board and committee members, elected delegates and management, and clearly presented the changes at the AGM. **Result:** Brought by-laws into closer harmonization with securities legislation, increased accountability and responsiveness of board to delegates, members and ethics policies, updated provisions based on previous year's committee resolutions, and removed redundant provisions.
- Drafted all non-financial content for AGM, including reports, resolutions, and presentations, in collaboration with board, elected officials and management. **Result:** Post-AGM survey indicated the materials were the most helpful and easiest to understand to date.
- Participated as member of resolutions committee by writing and organizing resolutions for adoption at board meetings and AGM. **Result:** Board and delegate resolutions were clearly articulated, recorded and passed.
- Drafted resolutions and agendas for board and committee meetings, maintained the governance calendar for board of 12 directors and 43 elected delegates, and assisted in the maintenance of corporate records and minutes. **Result:** Managed administrative side of the corporate secretary role in conjunction with paralegal support.
- Managed annual report development by overseeing content writing, agency management, and liaising with internal stakeholders. **Result:** A well-regarded and effective annual report that represented the company's centennial milestone.
- Led change management process by integrating communication team disciplines into a new, combined reporting structure, and by re-aligning the process by which the company brought new products to market. **Result:** Developed a collaborative, integrated team culture, and improved the company's ability to identify, supply, deliver and market new products.
- Managed budgets of over \$30M and led teams of up to 40 people in multiple locations. **Result:** Demonstrated ability to align corporate objectives with budget allocations, to maintain multiple redundant financial controls to ensure revenue target tracking, and provide inspiring leadership to international employees.

## EXPERIENCE

UNITED FARMERS OF ALBERTA (Calgary)      *Manager, Corporate Affairs*      2009\*

- Reported to chief governance officer, supporting 12 board members and 43 elected delegates.
- Managed board, committee and delegate meetings, drafted AGM content, resolutions and by-law amendments, and advised on board-management best practices.
- Led change management strategies, implementing departmental and organization restructuring.

\* This position was recently eliminated due to budget cuts

CRITICAL MASS (Calgary, Geneva)      *Vice President, Managing Director*      2004 to 2009

- Provided strategic communications counsel to C-level executives at Rolex and Mercedes-Benz.
- Led team of 40 people across North America and Europe, managing budgets of up to \$30M.
- Led innovation process whereby new processes were developed and internally adopted.
- Oversaw business analysis, customer research and quantitative analytics.
- Responsible for embedding qualitative and quantitative research at the corporate planning level.

MACLAREN MCCANN (Calgary)      *Group Account Director*      2002 to 2004

- Provided strategic communications counsel to General Motors, etc.
- Led account service team of eight people and a budget of \$10M.

PARALLEL (Calgary)      *Account Director*      2000 to 2002

- Provided communications and branding counsel to Canadian Pacific Railway, etc.
- Responsible for team of five people and budget of \$400k.

OGILVY & MATHER (Calgary)      *Senior Account Supervisor*      1999 to 2000

- Provided communications and branding counsel to TELUS and TELUS Mobility.
- Opened branch office in Vancouver and led client service team of six people.

TFB ADVERTISING (Vancouver)      *Partner*      1998 to 1999

NICOLA FINANCIAL (Vancouver)      *Director of Marketing*      1997 to 1998

WUSYK FINANCIAL (Edmonton)      *Manager of Marketing*      1995 to 1997

CRUICKSHANK KARVELLAS (Edmonton)      *Articling Lawyer*      1992 to 1993

## EDUCATION

- Master of Business Administration: McGill University, Marketing and Asian Studies
- Bachelor of Laws: University of Alberta, Corporate & Commercial Law
- Bachelor of Arts: University of Alberta, Economics and German Literature
- Associate Chartered Institute of Secretaries: Four courses pending with ICSA

## INDUSTRY INVOLVEMENT & TRAINING

- Member, Institute of Chartered Secretaries of Canada
- Member, Canadian Society of Corporate Secretaries
- Participant, Western Governance 2009, Setting the Course in Uncertain Times
- Member, External Relations Committee, TELUS World of Science
- Monthly Columnist, Strategy Magazine
- Board of Directors, Ad Rodeo
- Completed media training program