



2026 Spring Seminar

March 26 - 27 | The Conrad Hotel | New York, NY

Agenda

The CCO Superpower: Turning Disruption into Opportunity

At the 2026 Page Spring Seminar, explore how leaders can take control of the narrative, balancing realism with optimism to guide their organizations through uncertainty. As AI drives rapid change and new perspectives on truth and trust emerge, you'll gain practical insights, guiding frameworks and peer-tested strategies to lead with clarity and confidence and turn uncertainty into impact.

Thursday, March 26

7:45 – 8:30 a.m. Networking Breakfast

7:45 - 8:30 a.m. Page and Page Up New Member Breakfasts

8:30– 9:10 a.m. Welcome and Opening Interaction

Darcy Keller, Page Chair, VP, Head of Corporate Marketing & Communications, Dimensional Fund Advisors

Bobby Amirshahi, 2026 Spring Seminar Co-Chair, Senior Vice President, Corporate Communications and Public Affairs, Macy's, Inc.

Jessamyn Katz, 2026 Spring Seminar Co-Chair, CEO, Heyman Associates

9:10 – 10:10 a.m. Opening Keynote: The Superpowers Behind Steady Leadership

Sports have become one of the most complex businesses in the world—where every decision plays out live, across cultures, platforms, and millions of stakeholders. To kick off our Spring Seminar, this session will examine how leaders anticipate issues, navigate cultural moments, and stay steady when pressure is immediate and unforgiving. It will reveal the leadership superpowers that help leaders thrive under pressure—and the lessons every CCO can take from a field where the spotlight never dims.

Jason Kelly, Chief Correspondent, Bloomberg Originals, Host and Executive Producer, "The Deal" and "Power Players"

Tim Ellis, Chief Marketing Officer, NFL

Brandon Marshall, Entrepreneur, Media Personality, NFL Legend

10:10 – 10:40 a.m. Morning Break



10:40 – 11:35 a.m. The Shapeshifter: Navigating the Expanding Role of the CCO

The role of the CCO is transforming—fast. As organizations and business landscapes evolve, a new wave of CCOs is adapting to meet the moment, with expanding responsibilities, increased influence, and changing expectations. Don't miss the chance to hear from leaders who are applying new approaches, experimenting with innovative models, and shaping the future of communications.

Robert Gibbs, Chief Communications and Public Affairs Officer for Warner Bros. Discovery

Michelle Russo, Chief Communications Officer, State Farm Insurance Co.

Moderated by **Tony Fratto**, Global Head of Communications, Goldman Sachs

11:35 a.m. – 12:00 p.m. The Strength of Connection: Roundtable Conversations

Bring your superpowers to the table! Dive into the insights shared in the session, compare experiences with peers, and explore what these shifts mean for your own organization. Walk away with actionable strategies to strengthen trust, relationships, and leadership impact.

12:00 – 1:00 p.m. Lunch

1:00 – 1:50 p.m. Guardians of the Narrative: Learning as We Lead

In a world where every message can be amplified or distorted, traditional crisis playbooks fall short. In this session, our panel of experts will share how they're navigating high-stakes challenges in real time—focusing on what's next, not dwelling on what went wrong. You'll hear how they adapt their strategies on the fly, build and sustain trust across polarized and diverse stakeholders, and make bold, confident decisions that turn disruption into opportunity.

Tara Carraro, Senior Vice President & Chief Communications Office, US Steel Corporation

Cass Cliatt, Senior Vice President, Communications, Brown University

Matt Zabel, CEO, Mile 27 Partners

Moderated by **Andrew Edgecliffe-Johnson**, CEO Editor, Semafor

1:50 – 2:15 p.m. Afternoon Break

2:15 – 4:00 p.m. The Power of Superspeed

Get ready for a fast-paced, high-energy session designed to spark fresh ideas and make new connections. In this speed-dating-style format, you'll rotate through brief, focused conversations on timely topics, engaging with a variety of peers and perspectives. With contact sheets to track who you meet, you'll leave with new insights—and a stronger network.

Facilitated by **Bradley Akubuiro**, Partner, Bully Pulpit International



4:00 – 4:45 p.m. The Clairvoyant Communicator: Superpowers for a Resilient Supply Chain

Few leadership challenges today carry higher stakes than building supply chains that can withstand geopolitical and economic shock. In this closing keynote, Barbara Humpton will share a CEO's perspective on leading through industrial transformation at a moment of national consequence, and how resilient supply chains, geopolitics, and emerging technologies intersect with corporate strategy at the highest levels of decision-making. You'll learn why rare earth materials, critical minerals, and high-performance magnet technologies are foundational to national security and future competitiveness—and why building a secure, domestic supply chain for these technologies is essential. Humpton will speak candidly about what it means to carry enterprise-wide accountability for risk, capital deployment, workforce strategy, and long-term value creation in a dynamic global environment. Drawing on her experience scaling USA Rare Earth's globally integrated value chain from mine to magnet, she will share insights on strategically leading through disruption with clarity, confidence, and impact.

Barbara Humpton, CEO USA, Rare Earth

4:45 – 5:00 p.m. Closing remarks

Bobby Amirshahi, 2026 Spring Seminar Co-Chair, Senior Vice President, Corporate Communications and Public Affairs, Macy's, Inc.

6:30 – 9:00 p.m. Reception and Dinner

Unwind after a full day of learning with food, drinks, and the energy of your fellow Page members. You'll savor flavors from around the world before a taste of Broadway brings you back to New York. A special live performance will round out the evening - you won't want to miss it. The spotlight waits for no one!

Friday, March 27

7:45 – 8:30 a.m. Networking Breakfast

7:45 - 8:30 a.m. Advancing Functional Excellence: How Leaders Are Structuring for What's Next Breakfast

What does functional excellence look like in an Age of Disruption? This session explores how CCOs are adjusting their structures to sharpen impact, pragmatically prioritize, and prepare their teams for what comes next. You will hear from peers about the structural changes they have made over the past year and what has proven more complex than anticipated. You will receive an update on the Page Functional Framework and related Page Navigator tools and



join a focused table discussion to exchange practical insights on where to focus energy and resources in 2026.

Kathryn Metcalfe, NYU School of Professional Studies; Former CCO, CVS Health

8:30- 9:10 a.m. Welcome and Opening Interaction

Jessamyn Katz, 2026 Spring Seminar Co-Chair, CEO, Heyman Associates

9:10 – 10:00 a.m. Opening Keynote: The Making of a SuperCEO

Every CEO has a beginning, and the skills they develop early often define how they lead when the stakes are highest. In this opening keynote, Linda Findley, CEO of Sleep Number and a proven turnaround leader, shares her own origin story, from a foundation in communications to the CEO seat at two publicly traded companies. In conversation with Fortune's Phil Wahba, Linda explores how she has leveraged clarity, judgment, and resilience to lead complex transformations, translating strategy through clear internal and external communication and driving culture shifts rooted in openness and honesty. She'll share what today's leaders can learn from building these capabilities early and using them powerfully when it matters most.

Linda Findley, President & CEO, Sleep Number

Interviewed by **Phil Wahba**, Senior Writer, Fortune Magazine

10:00 – 11:00 a.m. Superhero Salon

The conversations that matter most are the ones we have with each other. You'll choose the discussion that speaks to your role and join peers in your community group to explore the challenges shaping our work today, from organizational design and talent development to sharpening judgment and leading amid rapid change. Expect fresh perspectives and ideas you can use to turn disruption into opportunity.

Designing Your Organization: Incorporating AI and Communications (CCO-Only)

CCOs, your mission: design your communications team from the ground up, incorporating AI to create a structure that is adaptable, scalable, and future-ready. Focus on integrating new capabilities without losing judgment or trust, and building teams that can respond, grow, and thrive in a rapidly changing environment.

Convened by **Paul Gennaro**, Senior Vice President, Chief Communications Officer, New York Life Insurance Company

Halt the Revolving Door and Futureproof Your Team (Agencies)

Agency members, assemble! Join forces to tackle one of the industry's toughest challenges: retaining and developing junior and midlevel talent. Focus on building skills,



creating clear paths to advancement, and strengthening your teams so they stay engaged, growing, and ready for whatever comes next.

Convened by **Steve Cody**, Founder, Peppercomm, Senior Advisor, Ruder Finn and **Peter McDermott**, Senior Client Partner, Global Corporate Affairs and IR; Head of Corp. Affairs Korn Ferry International

Judgment as a Skill: Preparing Students for Work (Educators & Practitioners)

Educators and practitioners, the next generation is counting on you. Focus on how learning must evolve to build real-world judgment, adaptability, and decision-making skills—and how classrooms and workplaces can work together to better prepare students for what lies ahead.

Convened by **Patrick Ford**, Professional-in-Residence University of Florida and **Kim Hunter**, Chairman and CEO, The LAGRANT Foundation (TLF)

Navigating Communications in a Geopolitically Fragmented World (Global Business)

Global leaders, this is a defining moment for communications. Focus on how to lead when geopolitics, conflict, and shifting alliances collide with business—and how to stay credible and effective when every message carries global consequences.

Convened by **Anna Beranek**, SVP, Group Head of Communications and Public Affairs, Siemens Gamesa Renewable Energy (former)

11:00 – 11:30 a.m. Break

11:30 a.m. – 12:15 p.m. The Power of Reinvention

Media is being reshaped at unprecedented speed—by restructuring, new ownership models, shifting viewer habits, and intensifying competition. In this keynote, **CNBC's Squawk Box co-anchor Becky Quick**, in conversation with **CNBC President KC Sullivan**, will share how one of the world's most influential business news organizations is navigating a pivotal moment of reinvention. They'll examine what this transformation means for communications leaders—and the leadership superpowers required to build trust, anticipate what's next, and lead with confidence amid constant change.

KC Sullivan, President, CNBC

Interviewed by **Becky Quick**, Journalist, CNBC

12:15 - 12:25 p.m. Closing Remarks

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12:25 – 1:30 p.m. Lunch