

Stratacor and Delta Dental of Minnesota

Chief Financial Officer

Leadership Profile

May 2026

Prepared by Jason Petros, Jim King, and Eleanor Vogelsang



WittKieffer

Contents

The Opportunity	01
Organization Overview	02
Goals and Objectives	06
Candidate Qualifications	07
The Community	09
Timeline	11
Procedure for Candidacy	12

The Opportunity

This role offers the opportunity to serve as the enterprise Chief Financial Officer for a multi-entity organization (Stratacor), anchored by Delta Dental of Minnesota, a regulated dental benefit insurer with approximately \$1.7B in revenue. Delta Dental of Minnesota has a national membership base of 4.5 million, serves 13 of the 17 Fortune 500 Corporations headquartered in Minnesota, and has over 7,000 clients. The CFO has full enterprise financial leadership responsibility across Stratacor and its affiliated entities, partnering closely with an experienced CEO leader, team-oriented executives, and a supportive, knowledgeable Board.

The organization is financially sound and well-organized, allowing the incoming CFO to focus on enterprise partnerships, capital stewardship, and forward-looking financial leadership. The role has a significant scope across financial strategy, investments, regulatory readiness, actuarial oversight, and enterprise performance management, with influence at both the management and Board levels.

The business model is intentionally complex, integrating regulated insurance operations with for-profit and nonprofit affiliates, government programs, and a sizable investment portfolio. Success in the role requires skills in navigating structural and regulatory complexity, along with discipline, financial clarity, and practical insight to support the CEO, executive leadership, and Board decision-making.

The CFO will join the leadership of an organization with a compelling mission and an award-winning, well-established culture, providing an important platform to connect financial stewardship, business success, and notable community impact. The role offers significant visibility and influence, enabling you to shape how finance supports leaders across the enterprise.

With an experienced CEO and a supportive Board, the CFO will have an active seat at the table for enterprise strategy and capital decisions. The position is well-suited to an executive who enjoys translating complexity into clear choices and helping a sophisticated organization stay aligned on priorities.

Organization Overview

Stratacor

Stratacor serves as the enterprise holding company for Delta Dental of Minnesota and its affiliated entities, providing governance, capital stewardship, and strategic oversight across a complex, multi-entity structure. Delta Dental of Minnesota is the largest of three (3) regulated insurance entities, representing the majority of revenue, membership, and financial activity.

This holding company model allows the organization to combine the discipline and regulatory rigor of a large dental insurer with a broader mission-driven enterprise that includes a large foundation and emerging businesses. Stratacor plays an active role in capital allocation, investment oversight, and balance-sheet support, while Delta Dental of Minnesota operates with strong financial independence and regulatory standing.

External rating agencies, including A.M. Best, recognize this structure as a strength, awarding it an Excellent “A” rating. For 25 consecutive years, DDMN has demonstrated financial stability. This Excellent “A” Financial Strength Rating highlights Stratacor’s role in supporting government program participation and in maintaining strong capital adequacy and liquidity throughout the enterprise.

Delta Dental of Minnesota

Founded in 1969, Delta Dental of Minnesota (DDMN) is an independent, nonprofit health service plan headquartered in Minneapolis, MN. Covering more than 4.5 million members and serving more than 7,000 purchasing groups based in Minnesota and North Dakota, DDMN is one of the largest providers of dental benefits in the Upper Midwest. Driven by its “mission to promote healthier lives,” DDMN strives to be a leader in customer-centric services, products, and innovations for oral and overall health, as well as a beacon of community impact.

As a 501(c)(4) organization, DDMN contributes to overall health and wellness by emphasizing preventive care and making dental and vision coverage accessible to a wide range of clients: business groups, families, and individuals. DDMN offers the following insurance plans:

- Group Dental and Vision Plans for two or more Enrolled Employees, including both Small and Mid-Large Group Dental and Vision Insurance Plans
- Traditional Dental and Vision Plans for individuals and families with a variety of pricing and coverage options

For over 56 years, DDMN has served as Minnesota's hometown dental expert with a national presence. DDMN provides services to 76% of the Fortune 500 companies headquartered in Minnesota. Across the nation, Delta Dental serves over 50% of Fortune 500 companies.



Delta Dental Value Proposition

	Access: Largest nationwide commercial networks. No leased networks (local recruitment).		Opportunity & Innovation: Connecting oral health and overall health.
	Savings: Network discounts, extensive savings for members and clients.		Technology: Digital transformation and continued development.
	Expertise: On-staff clinicians and experienced service team.		Service, Support and Partnership: World-class customer service; commitment to client and member satisfaction and community.

Mission, Vision & Values

Mission: Promote healthier lives.

Vision: Be a leader in customer-centric services, products, and innovations for oral and overall health as well as a beacon of community impact.

Values:

- Teamwork – Together we can
- Integrity – It's in our DNA
- Stakeholder Focused – The reason we exist
- Results – Fundamental to our future
- Respect – Always.
- Innovation – Continuous lens on what's next
- Empathy & Compassion – Caring for our Community

Recognition

Delta Dental of Minnesota has earned multiple workplace awards and has been recognized as a Minnesota Top Workplace, USA Today Top Workplace, Cultural Excellence and Industry Award winner since 2014.

Stratacor & Delta Dental of Minnesota by the Numbers

- Total Assets: \$516,640,288
- Total Revenues: \$1,662,515,093
- Total Dental Subscribers: approximately 7,000 purchasing groups and 4.5 million members nationwide

Best-in-class Customer Service



7,357,119
Claims processed annually



Under 1 day
Average claims turnaround



99.9%
Financial accuracy



552,315
Calls answered annually



95.5%
Member satisfaction



99.5%
First call resolution rate

Delta Dental of Minnesota Foundation

Improving oral and overall health, addressing community needs, supporting workforce development, and offering company-wide engagement opportunities are essential to the organization's culture. The DDMN Foundation, a 501(c)(3) nonprofit, is dedicated to enhancing health and wellness throughout Minnesota, with a focus on access to care, workforce growth, and prevention and education. The Foundation supports dental and healthcare partners in leveraging resources and expertise to raise public awareness of oral health and nutrition issues. The Foundation has partnered closely with organizations throughout Minnesota, including Hennepin Technical College and the Minnesota Oral Health Coalition. The DDMN Foundation has provided financial support to approximately 900 organizations, including elementary schools across 87 Minnesota counties, through its Smiles@School program, which serves an estimated 375 communities.

Goals and Objectives

The next CFO is expected to achieve the following goals in a 12–18-month time period.

- **Establish Trusted Enterprise Financial Leadership Across a Complex Holding Structure**
Earn confidence across Stratacor and all affiliates by aligning stakeholders and decision-making processes across a complex mix of for-profit, nonprofit, and regulated insurance entities.
- **Serve as a True Strategic Partner to the CEO, Board, and Executive Team**
Advise on enterprise strategy, capital deployment, and scenario planning - translating complex inputs into clear options, trade-offs, and decision-ready recommendations.
- **Own Board-Level Financial Governance and Transparency**
Improve Board reporting and oversight by delivering decision-ready financial narratives and translating insurance risk, investments, reserves, and structure into actionable insights.
- **Lead Disciplined, Profitable Growth - Especially Within the Core Insurance Business**
Drive sustained, profitable performance across the insurance enterprise, provide insights to guide investments in adjacent and emerging businesses, and maintain strategic alignment.
- **Modernize Enterprise Financial Planning, Performance Management, and Insight**
Refresh the forecasting cadence, affirm the KPI architecture, and strengthen margin analysis and scenario work, enabling leaders at all levels to understand not just the numbers but the "why" behind them.
- **Ensure Best-in-Class Regulatory, Audit, and Control Outcomes**
Safeguard a strong control environment—minimizing unnecessary audits and material findings—while preparing for increased state and federal scrutiny.
- **Provide Sophisticated Oversight of Investments, Capital, and Liquidity**
Steward a sizable, nuanced investment portfolio with rigor and visibility, aligned with mission, liquidity needs, and risk tolerance.
- **Ensure alignment with Actuarial and Operations on Risk, Pricing, and Trends**
Integrate actuarial insights into pricing, premium adequacy, claims trends, and underwriting decisions, particularly as Medicaid and Medicare exposure evolves.
- **Build, Develop, and Inspire a High-Performing Finance Organization**
Cultivate talent and deepen bench strength while creating a finance function known for responsiveness, partnership, and practical problem-solving across the enterprise.
- **Be a Visible Culture Carrier for a Mission-Driven Organization**
Set the tone for a team-first environment grounded in service, respect, and accountability—reinforcing finance's role as a trusted partner, with a “can do if possible”, approach.

Candidate Qualifications

Education/Certification and Licensure

- Bachelor's degree in accounting, finance, business, or related field.
- Master's degree and/or CPA preferred.

Work Experience

Required Work Experience

- Fifteen (15) years of progressive finance leadership experience, including senior executive leadership and management (e.g. CFO, VP of Finance, Deputy CFO or equivalent).
- Seven (7) years' experience working in the insurance and/or health care industry.
- Demonstrated experience in a highly regulated environment; a strong command of statutory and GAAP reporting expectations is essential.
- Proven track record leading external audits and financial governance at enterprise scale.
- Strong Board communication skills; ability to present financial and risk issues clearly and decisively.

Preferred Work Experience

- Two (2) years of Public Accounting experience.
- Experience in dental, health insurance, managed care, or adjacent financial services.
- Experience with treasury/investments and outsource Chief Investment Officer (CIO) relationships.

Required Knowledge

- Strong understanding of Generally Accepted Accounting Principles (GAAP), financial consolidations, technical accounting research.
- Expertise and detailed technical experience in financial reporting, general ledger structure, and financial statement preparation.
- Expertise in accounting software, General Ledger Financial systems, and advanced Microsoft Excel skills.
- Knowledge of internal controls, experience with auditing standards, and IRS regulations applicable to tax-exempt organizations
- Integrity: Must uphold the highest ethical standards to ensure trust and compliance.
- Ability to direct and manage finance and actuarial (trend drivers, benefit tradeoffs, policy impacts).
- Executive and leadership presence: ability to build internal and external networks (CEO/Board, regulators, and key provider groups) and to lead across a wide range of teams while demonstrating strong leadership, interpersonal, and relationship-building skills.
- Communication and persuasion: ability to convey a clear understanding of business needs and information, provide compelling, supportive information to gain others' commitment, and prepare reports and presentations and communicate financial data to stakeholders.

- Data literacy: high accuracy and analytical abilities with Financial/Accounting/Underwriting-related data, preparation and review of complex data, and use of data to drive process improvement, policy, and quality interventions.
- Change leadership and effectiveness: strong ability to organize and prioritize individual and divisional workloads, manage time constraints and strict deadlines, and standardize business initiatives while maintaining business relationships.
- Situational adaptability: the ability to anticipate risks, recognize when changing business demands require new approaches, develop innovative solutions, and to adjust quickly.
- Decision-making: exceptional problem-solving and critical thinking skills with the ability to make sound, high-quality, and timely decisions that align with organizational objectives.

The Community

Twin Cities Area



The Mississippi River separates **Minneapolis** and **St. Paul**, creating a friendly rivalry between the two major cities. With downtowns less than 10 miles apart, the Twin Cities also work as a team, creating some of the nation's best park systems with convenient access to lakes just minutes away. Minneapolis is the modern age metropolis, containing the headquarters of Fortune 500 companies like Target, Xcel Energy, and General Mills.

The state capital, St. Paul, feels more historic, with architectural time capsules like the Landmark Center and the Hamm Building throughout the city. St. Paul's downtown isn't short on headquarters either, claiming companies like Ecolab and Securian Financial.

Arts

On both sides of the Mississippi, the Twin Cities have dozens of theater companies, not least among them two regional Tony winners: the Guthrie Theater, founded by Sir Tyrone Guthrie (once hailed as Britain's most influential British director) and the Children's Theatre Co., which has commissioned more than 200 new works in the last 50 years.

Penumbra Theatre Co. in St. Paul tells stories of the African American experience, while Theater Mu serves as a platform for Asian American theater artists. Other theaters include Theater Latté Da, specializing in musicals and the Jungle Theater, who's fantastic, boundary-pushing productions have highlighted unique perspectives and garnered national attention.

If theater isn't exactly what you're looking for, Minneapolis boasts the Walker Art Center and Minneapolis Sculpture Garden, home to the iconic Spoonbridge and Cherry, as well as legendary concert venues like First Avenue.

Sports

With six major league sports teams in the Twin Cities area-the NFL Vikings, MLB Twins, WNBA Lynx, NBA Timberwolves, NHL Wild, MN Aurora women's soccer, and MLS Loons-there's always a team to cheer for.

Education

Families can count on educational support, preschool through high school, throughout Twin Cities school districts. WalletHub rated Minnesota public schools as the sixth best in the country, weighing quality, standardized testing scores, dropout rates and more. The top 10 high schools in the state are in the metro area, according to U.S. News & World Report, including St. Paul, Woodbury, Eden Prairie, Apple Valley, Edina, and Eagan. As your child grows up, options like open enrollment, language immersion, homeschooling flexibility, and more help you choose a program that best suits their learning needs.

For more information about Minneapolis, visit <https://www.minneapolis.org>.

For more information about St. Paul, please visit: <https://www.visitsaintpaul.com>.

Timeline

Potential interview dates for this position have been outlined as follows:

Paper presentation of qualified candidates: End of June, 2026

Round One interview dates: June - July, 2026

Round Two interview dates: Mid to Late July, 2026

Selected candidates should plan to hold the above dates in the event they are invited to participate in the interview process.

Procedure for Candidacy

Please submit all applications, nominations, and inquiries to the search team through the WittKieffer Candidate Portal by [clicking here](#). New users should select “Register Here” to create an account before proceeding. After logging in, navigate to “Open Positions” and locate the role by entering the institution’s name and clicking on the search wheel.

Expected salary range \$500,000 - \$550,000

Additionally, this position is eligible for the Annual and Long-term Incentive Plans. Benefits for this position include medical, dental, vision, and life insurance; disability coverage, flexible spending plans, a 401(k) plan, Paid Time Off (PTO), and Holidays.

Visit <https://www.deltadentalmn.org/employee-benefit-packages> for more information.

Salary offers will typically be made in the listed range. However, the Company takes into consideration a candidate’s education, training, and experience, as well as the position’s work location, expected quality and quantity of work, required travel (if any), external market and internal value, including merit process and internal pay alignment when determining the salary for potential new team members. In compliance with state and federal regulations, a potential new team member’s salary history will not be used in compensation decisions.

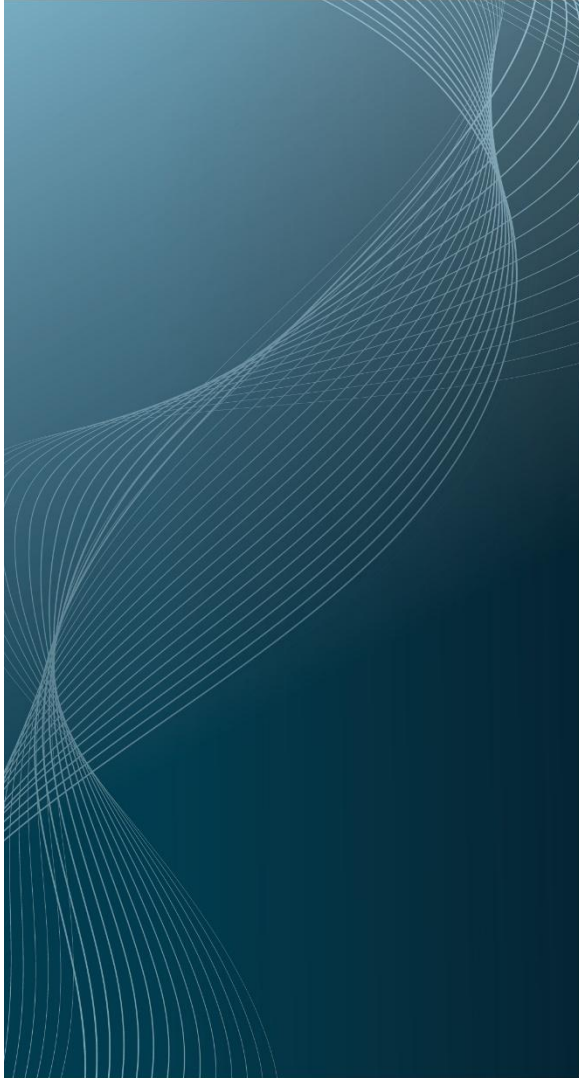
<p>Jason Petros</p> <p>Executive Partner & Solutions Leader, Global Search</p> <p>(630) 575-6156</p> <p>jasonp@wittkieffer.com</p>	<p>Jim King</p> <p>Senior Partner and Board Services Practice Leader</p> <p>(952) 270-3845</p> <p>jimk@wittkieffer.com</p>	<p>Eleanor Vogelsang</p> <p>Associate, Search</p> <p>(703) 400-9267</p> <p>evogelsang@wittkieffer.com</p>
--	--	---

Equal Opportunity Employer/Protected Veterans/Individuals with Disabilities

The company will not discharge or in any other manner discriminate against employees or applicants because they have inquired about, discussed, or disclosed their own pay or the pay of another employee or applicant. However, employees who have access to the compensation information of other employees or applicants as a part of their essential job functions cannot disclose the pay of other employees or applicants to individuals who do not otherwise have access to compensation information, unless the disclosure is (a) in response to a formal complaint or charge, (b) in furtherance of an investigation, proceeding, hearing, or action, including an investigation conducted by the employer, or (c) consistent with the company’s legal duty to furnish information. 41 CFR 60-1.35(c)

The material presented in this leadership profile should be relied on for informational purposes only. This material has been copied, compiled, or quoted in part from Stratacor/Delta Dental of Illinois documents and personal interviews and is believed to be reliable. While every effort has been made to ensure the accuracy of this information, the original source documents and factual situations govern.

All images and logos used in this leadership profile were attained from Delta Dental of Illinois and/or are owned by Witt/Kieffer Inc. via Getty Images.



WittKieffer is the premier executive search and advisory firm developing inclusive, impactful leadership teams for organizations that improve quality of life. For more than 50 years, we have operated exclusively at the intersection of not-for-profit and for-profit healthcare delivery, science, and education – the Quality of Life Ecosystem. Through our expert executive search services as well as our Professional Search, Interim Leadership, and Leadership Advisory solutions, we strengthen organizations that make the world better.

Visit [WittKieffer.com](https://www.WittKieffer.com) to learn more.

WittKieffer