

Dear Region VII Jackalopes,

I am honored to announce my candidacy for the position of Chair-Elect for NCURA Region VII. With a deep commitment to advancing research administration and a wealth of professional experience, I am excited about the opportunity to serve and support our incredible community in this leadership role.

For the past two and a half years (2022–2025), I have had the privilege of serving as Volunteer Coordinator for Region VII. In this role, I coordinated volunteer efforts for the 2023 Regional Meeting in Alaska and the 2024 meeting in New Mexico. I also had the honor of serving as Co-Regional Meeting Program Coordinator for the New Mexico meeting. At the national level, I've supported our region by working with Region VI to host evening bus tours during the Washington, D.C. National Meeting, and I've sent numerous emails seeking your valuable support for these events.

My academic background includes a Bachelor of Science from Purdue University, and I hold two professional certifications: the Certified Research Administrator (CRA) credential (since 2011) and the SHRM Professional Human Resource (PHR) certification (since 2007).

Professionally, I have spent over 15 years at the University of Colorado, where I currently lead a dedicated team of pre-award research administrators at the Anschutz Medical Campus, supporting both the AMC and UC Denver campuses. Previously, I served as a Senior Grant Administrator at the University of Colorado Boulder and as an electronic research administration system implementation specialist. Before moving to Colorado, I spent six years at the Georgia Institute of Technology (Georgia Tech) in research administration, where I gained invaluable insights into the complexities of our field.

I am passionate about sharing knowledge and advancing our profession through education. Over the years, I have presented more than 15 sessions at both regional and national meetings, covering topics such as developing and implementing university research training programs, artificial intelligence and the Uniform Guidance, export control, and technology control plans. These experiences reinforced my belief in the power of collaboration and shared learning within our community.

My vision for NCURA Region VII is rooted in celebrating the incredible contributions of our members and fostering an inclusive environment where everyone feels valued and empowered. I see research administration as a calling—one that takes a lifetime to master. If elected Chair-Elect, I will bring a strategic mindset, strong leadership experience, and a passion for diversity, equity, and inclusion to this role. Together, we can elevate our profession, empower research administrators across our region, and build on the outstanding work of our previous leadership.

One of the most significant responsibilities of the Chair-Elect is to execute the Regional Meeting—a responsibility for which I am well-prepared, given my experience supporting these meetings for the past three years. I am confident that, under my leadership, we will deliver an exceptional meeting and further strengthen our unique and collaborative relationship with Region VI.

Fellow Jackalopes, I am eager to bring my experience, passion, and dedication to this role. Together, we can celebrate the incredible work we do and continue to advance our mission as research administrators.

Thank you for your support and consideration!

- Garrett Steed

Garrett Steed

[| LinkedIn Profile](#)

Professional Profile

Versatile leader with a broad spectrum of experience across high-tech startups, universities, and Fortune 500 global enterprises. Known for innovation and a results-driven approach, consistently recognized for reducing friction and solving complex challenges through meticulous planning, journey-mapping, and cross-functional collaboration, all while ensuring alignment with key strategic objectives. Highly skilled in empathetic listening and emotional intelligence, fostering a reputation as a compassionate mentor and coach who actively shares knowledge and celebrates team success. A highly organized, resourceful self-starter who excels in fast-paced, high-pressure environments, with a keen focus on both execution and strategic alignment.

Recent Professional Experience

University of Colorado Denver | Anschutz Medical Campus^[SEP]

Assistant Director, Pre-award^[SEP] 2020 – Present

Summary: As the Assistant Director for PreAward, I oversee a dynamic team responsible for managing over 3,500 submissions annually, totaling \$3.3 billion proposed, ensuring quality and efficiency in all processes. My leadership focuses on optimizing pre-award grants and contracts management and enhancing collaboration across campus.

- Lead and mentor a team of 7+ professionals, assigning workloads, monitoring progress, and fostering a culture of high performance and professional development.
- Cultivate an environment of exceptional customer service for principal investigators, administrators, sponsors, and campus leadership, enhancing collaboration across departments.
- Conduct regular staff meetings to provide strategic direction and problem-solving support, acting as the lead for the specialist group to ensure consistency and best practices.
- Serve as the primary Authorized Official Representative for all grant and some contract activities on campus, ensuring compliance with institutional and federal regulations.
- Review and sign contracts, ensuring all agreements meet institutional standards and guidelines while mitigating risks.
- Act as the main pre-award contact for the campus community, addressing inquiries and resolving issues related to proposal submissions and award management.
- Develop and maintain a comprehensive database for sponsor award systems, ensuring accurate tracking and management of submissions (e.g., Proposal Central, Grants.gov, NIH Commons).
- Represent the PreAward team on various committees and task forces, contributing to the strategic goals of the Office of Grants and Contracts and Research Administration.
- Drive strategic planning for proposal development, identifying opportunities for process improvements through LEAN methodologies to enhance operational efficiency.
- Implement award management strategies that benefit the university while reducing administrative burdens through effective process reengineering.
- Spearhead IT system enhancements (InfoEd, OnBase, etc.), leading efforts to streamline workflows and improve business processes across the organization.
- Develop new procedures to optimize contract review and award workflows, ensuring efficient and effective operations in line with institutional objectives.
- Collaborate with other central office staff to create cohesive processes that support university compliance and overall operational effectiveness.

Vail Resorts

Senior Business Analyst^[SEP]

2017-2019

Summary: Lead Business Analyst focused on rearchitecting HR systems and processes for 15,000 employees worldwide.

- Collaborated in a cross-functional effort to modernize HR operations within six months, transitioning from a distributed to a centralized model, resulting in:
 - Enhanced HR efficiency and improved bottom-line economics
 - Streamlined automated self-service processes

- Significant reduction in manual workloads
- Optimized time-to-delivery cycles
- Managed a team to reimagine multiple HR processes, covering requirements gathering, gap analysis, solution mapping, implementation, and measurement. Achieved streamlined, automated processes for recruiting, hiring, onboarding, and compensation management.
- Directed the HR software integration program for eight complex acquisitions, ensuring flawless execution on time and within budget.
- Served as the chief systems administrator for PeopleSoft, an Oracle product designed for human capital management, facilitating the day-to-day execution of various complex HR operations.

University of Colorado Boulder

Senior Business Analyst (2014 – 2017)

Senior Grant Officer (2013 – 2014)

Summary: Initially hired to manage the implementation and administration of sponsored grants for compliance. Rapidly advanced to Senior Business Analyst due to recognized software integration expertise and successful achievement of goals within the Grants Team. Promoted to Senior Business Analyst for demonstrating effective peer mentorship and seamless integration of complex systems.

- Led a grant funding team supporting over 15 departments and institutions, successfully managing 800 active projects that generated approximately \$50M in funding within a single year.
- Scoped, implemented, and monitored a grants regulations project, including faculty and staff training to ensure 100% compliance with federal and state policies.
- Served as the primary liaison between the university, sponsors, and regulatory agencies, leveraging contract negotiation skills and strong relationship-building abilities in navigating evolving grant regulations.
- Standardized multi-department processes to enhance efficiency and communication.
- Supervised junior staff in grant management and compliance best practices, fostering professional development and enhancing team capabilities.
- Acted as Systems Administrator for all university grants, HR, and accounting software, responsible for modernization, uptime maintenance, integration success, and user training.
- Reengineered business processes for complete integration across grants, contract management, HR, and accounting systems, resulting in streamlined operations from pre-grant communication to accounts receivable.

Georgia Institute of Technology Atlanta, Georgia 2008 – 2013

Contracting Officer (2010 – 2013)

Sponsored Programs Training Manager (2008 – 2010)

- Hired to design and implement training programs for university grant initiatives, responsible for educating faculty and staff on external funding, export control, grant accounting, and funding sourcing.
- Supervised a trainers, ensuring high-quality instruction and effective delivery of training materials across various grant-related topics.
- Orchestrated the planning and execution of a seminar with a budget of \$400,000, attracting 1,000 national and international registrants, significantly enhancing the university's global reputation.
- Pioneered the Departmental Management Certificate Program—one of the first of its kind in the nation—garnering consistent recognition in external audits.
- Managed a portfolio of grants, contracts, and cooperative submissions totaling \$300M in annual proposals, resulting in \$50M in annual agreements, with 10% from prestigious government agencies such as the CDC, NSF, NIH, FDA, and FAA.
- Developed, documented, and implemented a new document management workflow for sponsorship programs, improving efficiency and compliance.

Simulex, Inc. | Lafayette, Indiana

Accounting and Human Resources Manager 2000 – 2007

High-tech startup offering synthetic environments for analysis and simulation; a boutique Department of Defense contractor

- Directed daily operations for the accounting team, managing a \$2.5M annual payroll while ensuring governance and oversight of budget and expense reports, employee workloads, and travel reimbursements.
- Supervised staff and facilitated the planning and execution of financial growth strategies aligned with overall company objectives.
- Acted as the organization's audit liaison, collaborating with external auditors to provide financial information and reporting for federal contracts.

- Developed accounting procedures and employee expense reporting systems in compliance with stringent government regulations, including Federal Acquisition Regulations (FAR) and Defense Federal Acquisition Regulations (DFAR).

Education & Certifications

- Purdue University - Bachelor of Science | West Lafayette, Indiana 2000
- CRA Certified - 2010
- PHR Certified - 2005

National Council of University Research Administrators (NCURA)

- **Volunteer Coordinator, Region VII (2022-2024):** Coordinated volunteer engagement and activities for the region.
- **Program Committee Member:** Contributed to the planning and execution of six different conferences, ensuring relevant content and smooth operations.
- **Conference Presenter:** Delivered presentations at both national and regional meetings on topics including:
 - NIH Cradle to Grave: Best practices for NIH award administration
 - Lean Processes in Research Administration
 - Understanding the Uniform Guidance through AI
 - Breaking Down "Intimidating" Budget Categories
 - The UG Frontier - Juneau that was in there?
 - To Crypt or Not to Crypt: Managing Data in the age of Data Security
 - Using AI to Support Research
 - Training Programs 101: Engage, Develop and Implement! (Workshop)
 - Training Programs 201: Engage, Develop and Implement! (Workshop)
 - Experiences and Lessons Learned While Pursuing Masters and Doctoral Degrees
 - Best Practice for NIH Grant Administrators and Department administrators
 - Training Programs 101: Engage, Develop, and Implement!
 - Designing Export Control Training Using the Backward Design Model(November 2010).