

NICHOLAS GARCIA

Digital Strategy & Web Operations Leader | Multi-Brand Web Platforms, Governance, SEO & Conversion
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PROFESSIONAL SUMMARY

Digital strategy and web operations leader with 15 years in web and 5+ years leading multidisciplinary teams of developers, designers, UI/UX specialists, and CMS administrators. Directed 8-property, multi-brand web ecosystems at Harvard and the University of the Incarnate Word, owning the roadmap, operating model, governance, and agency and vendor relationships. Started as a technical lead at Blackbaud, a publicly traded cloud software company. Directed 4+ CMS migrations, retired 2 legacy systems, managed \$300K to \$500K annual platform budgets, and cut vendor costs up to 30%. Grew site traffic nearly 40% through technical SEO and accessibility work and raised online conversions 15 to 30% through A/B testing. Runs AI-enabled publishing workflows and tracks AI search visibility with Profound and AirOps.

CORE COMPETENCIES

Digital Strategy & Roadmaps | Web Operating Models & Governance | Multi-Brand Web Platforms
CMS & Headless CMS Platforms | Website Migrations & Consolidation | Technical SEO & AEO
CRO, Experimentation & Lead Capture | UX/UI, Accessibility & Usability | Agency, Vendor & Budget Management
Multidisciplinary Team Leadership | Web Analytics (GA4, GTM) & KPI Reporting | AI-Enabled Web Operations

PROFESSIONAL EXPERIENCE

Director, Strategic Support (Temporary) | NPR

Jun 2026 - Present

- Moved a team from ad hoc requests onto a defined intake, prioritization, and planning process it still runs on.
- Automated status reporting and built Salesforce dashboards that put current data in front of stakeholders, cutting several recurring status meetings.
- Turn operational detail into weekly decision briefs for a C-level executive, narrowed to the two or three calls leadership needs to make.

Director, Business Systems & Web Solutions | Harvard University

Apr 2024 - May 2026

- Owned strategy, governance, and the roadmap for 8 multi-brand web properties spanning schools and programs, serving 100K+ alumni, donors, and constituents.
- Led a 6-person multidisciplinary team of web developers, CMS administrators, designers, and UI/UX specialists.
- Built the web operating model: intake, prioritization, and resource planning for 6+ departments, keeping marketing, analytics, compliance, and IAM teams aligned across 4+ concurrent initiatives.
- Managed a \$300K to \$500K annual platform budget and the vendor and agency partners behind it, including an outside agency for supplemental web development.
- Negotiated a dedicated customer success manager into the hosting contract, saving the team time on platform support.
- Consolidated the platform by retiring 2 redundant legacy systems, and evaluated headless CMS architectures, API patterns, and hybrid rendering to set modernization direction for a Drupal on Pantheon stack.
- Organic traffic grew about 10% across a mature, high-traffic portfolio after the team prioritized technical SEO and accessibility fixes from Siteimprove audits.
- Ran A/B tests on giving pages that raised online donations about 15%, with tagged links tracking visitors from campaign to conversion.
- Added structured data, improved site speed and Core Web Vitals, and managed redirects and indexing through platform changes.
- Introduced AI-assisted workflows in content, publishing, and development that extended team capacity without adding headcount.
- Reported web KPIs on traffic, engagement, and conversion monthly to the Executive Director and Associate VP.

Director, Web & Mobile Operations | University of the Incarnate Word

Mar 2021 - Apr 2024

- Led a 5-person multidisciplinary team of web developers, CMS administrators, designers, and UI/UX specialists running an 8-property, multi-brand web ecosystem for the university's schools and programs.
- Partnered with the admissions marketing team on paid enrollment campaigns, building landing pages and adding and tracking inquiry and application forms to capture leads.

- Directed 4+ CMS migrations over 3 years, with redirect mapping and indexing checks, moving the university from siloed legacy systems to a multi-domain platform marketing teams could manage.
- Managed the web platform budget, vendors, and an agency partner for CMS services. Renegotiated platform contracts, cutting costs 10 to 30%.
- Site traffic rose nearly 40% after the team cleared a backlog of technical SEO and accessibility fixes flagged in Siteimprove.
- Raised online donations nearly 30% by testing giving page variations and shipping the top performers.
- Built repeatable launch frameworks with marketing, IT, and academic affairs for campaigns, program pages, and events, so pages went live faster and stayed on brand.
- Trained marketing and department editors to publish within brand and accessibility (ADA, WCAG) standards.
- Reported web performance and conversions to the VP of IT.

Senior Web Developer / Technical Lead | Blackbaud

Dec 2014 - Mar 2021

- Technical lead for enterprise web platforms at a publicly traded cloud software (SaaS) company, serving clients including Feeding America, the American Cancer Society, and the Alzheimer's Association.
- Built client sites and applications in HTML, CSS, JavaScript, and React.
- Translated client requirements into technical specifications across account teams, product managers, and engineering.
- Mentored engineers and set development standards that made timelines more predictable.

Earlier: Web Manager, Special Olympics Texas | Web Specialist, SeaWorld San Antonio

TOOLS & TECHNICAL STACK

SEO & AEO: Profound, AirOps, Ahrefs, Siteimprove, Google Search Console

Analytics & Testing: Google Analytics 4 (GA4), Google Tag Manager, Optimizely (A/B, multivariate, personalization), Hotjar, UTM tracking

CMS & Platforms: Drupal, WordPress, Cascade CMS, Modern Campus, Pantheon, headless CMS evaluation

MarTech: Salesforce, Salesforce Marketing Cloud

AI Tools: Claude, ChatGPT, Perplexity, GitHub Copilot, Cursor

Engineering: HTML/CSS, JavaScript, React, Node.js, API integrations, Vercel

Delivery: Jira, Asana, Confluence, Agile/Scrum, roadmap and capacity planning

EDUCATION

MBA, Marketing | Our Lady of the Lake University

Bachelor of Music, Music Marketing | University of Texas at San Antonio