



Spotlight Series

JULY

Dr. Tamara Schwartz

Dr. Tamara Schwartz is an Assistant Professor of Cybersecurity and Business Administration, a retired Air Force Officer, an independent consultant, and recognized innovator with over 20 years of National Security experience. Tamara was the Chief Technology Officer for Air Force Enterprise Networking, where her thought leadership informed the standup of Cyber Command and the design of various command centers supporting Joint Space, Cyber, and Global Strategic Operations as well as the National Military Command Center. Her work at the US Embassy in Amman, Jordan earned her the 2011 Information Operations Officer of the Year and an Honorable Mention for the 2011 Massachusetts Veteran of the Year. Dr. Schwartz is an affiliate researcher with the Cybersecurity at MIT-Sloan interdisciplinary consortium for improving critical infrastructure cybersecurity, an international think tank. Her research interests include ethical, “white-box” Artificial Intelligence, cybersecurity as a strategic competitive advantage, and “gamer girls” – women who engage in gaming culture.

Dr. Schwartz’s impact on the PMI® Keystone Chapter community

Dr. Schwartz has been working with the PMI® – Keystone Chapter since her arrival at York College of Pennsylvania in 2018. Originally participating with her students during the fall semester when meetings were held on campus, she expanded the project management class to include students during the spring semester when Covid-19 pushed the PMI® meetings to an online format. Tamara has been a guest speaker for meetings on two separate occasions, and she has arranged for guest speakers to share their expertise at PMI® meeting four other times, including an expert on the project to build the Neptune Fountain in Florence during the Italian Renaissance – a chapter favorite!

As her students expertise grew, she introduced a student-led “RFP presentation” where the students in her project management course presented their proposals to the PMI® and received feedback from the membership. According to Tamara, “One of my favorite things about working with PMI® is the opportunity for our students to learn from the members of the Keystone Chapter. Members have offered mentorship and great feedback on the profession of project management! Each semester, student feedback cites attending the PMI® meetings to learn from professionals in the industry as one of their favorite parts of the course. We look forward to expanding this relationship with the introduction of the CAPM examination this year.”

What is one nugget of advice you have for our PMI® Keystone Chapter community?

The most important piece of advice Dr. Schwartz shares with her students is that “Project management is all about trade-offs. In order to really be a great project manager, you need to pay attention to complexity and the trade-offs that happen within that complexity. The Iron Triangle - cost/schedule/requirements – is a framework for trade-offs, but when you use the iron triangle as your only definition of success, 80% of projects are failures. The nature of trade-offs is that something is lost in order to gain something else, so it helps to find other ways to define project success in order to feel good about the work you are doing.”

