

SENIOR RESIDENT FELLOW THE MITCHELL INSTITUTE



HEATHER PENNEY is a Senior Resident Fellow at the Mitchell Institute for Aerospace Studies, where she conducts extensive research on cutting-edge defense policy with a focus on the leveraging the critical advantage that only aerospace power affords.

BACKGROUND: Prior to joining Mitchell, Penney worked over a decade in the defense industry focusing on defense budgets, supporting program execution, and capturing campaign management. She served in the Washington, DC Air National Guard flying F-16s and G-100s; she has also served in the Air Force Reserve in the National Military Command Center. She has also lectured extensively on subjects such as Air Force capabilities and force structure, organizational command and control, reforming the defense personnel system, and other defense policy issues to a broad number of organizations, universities, and military institutions.

AREAS OF FOCUS: She's a recognized expert on defense policy issues concerning data rights, unmanned systems, software

maintenance and operations, autonomy, and force structure considerations. Penney is established voice on Mosaic warfare, JADC2, and future operational concepts associated with information architectures.

ACADEMIC AND PROFESSIONAL TITLES: Penney received her undergraduate degree from Purdue University, majoring in English with a minor in Philosophy. She earned her MA in American Studies from Purdue University as well.
