

# DIRECTOR OF FUTURE CONCEPTS & CAPABILITY ASSESSMENTS THE MITCHELL INSTITUTE



**MARK GUNZINGER** serves as the Director of Future Concepts and Capability Assessments at the Mitchell Institute for Aerospace Studies.

**BACKGROUND:** USAF Col (Ret.) Gunzinger was a command pilot with more than 3,000 hours in the B-52. As a member of the Air Staff during the 1990s, he conducted research on behalf of the Air Force Chief of Staff and Secretary of the Air Force on future warfighting operational concepts. In the late 1990s, he was a co-author of DoD's first transformation strategy that prioritized the development of new technologies to sustain the U.S. military's ability to project power into contested areas. As Director for Defense Transformation, Force Planning and Resources on the National Security Council staff, The White House, Mr. Gunzinger co-led the development of strategic plans focused on offsetting emerging of anti-access and area-denial (A2/AD) challenges in the Western Pacific. He was then appointed Deputy Assistant Secretary of Defense for Forces Transformation and Resources with oversight of DoD's conventional capabilities. Acting as project leader for government-sponsored wargames that examined the challenges of

emerging A2/AD threats in the Persian Gulf region, he developed elements of a new operational concept for U.S. military operations, which informed the development of DoD's Air-Sea Battle concept.

**AREAS OF FOCUS:** Mr. Gunzinger's recent studies have focused on future directed energy capabilities, such as ship-based lasers and high-power microwave weapons, operational concepts and technologies needed to maintain the U.S. military's dominance in the electromagnetic spectrum, and capabilities to create new advantages in precision strike salvo competitions with China and Russia. He has led multiple U.S. and international wargames and workshops to assess future concepts and systems-of-systems for joint and combined military operations in contested environments.

**ACADEMIC AND PROFESSIONAL TITLES:** Mr. Gunzinger has an MS in National Security Strategy degree from the National War College, a Master of Airpower Art and Science degree from the School of Advanced Air and Space Studies, a Master of Public Administration from Central Michigan University, and a BS in Chemistry from the U.S. Air Force Academy. He is the recipient of the Department of Defense Distinguished Civilian Service Medal, the Secretary of Defense Medal for Outstanding Public Service, the Defense Superior Service Medal, and the Legion of Merit Medal.

---