



Mark Gunzinger

Senior Fellow

SUMMARY OF QUALIFICATIONS

Mr. Mark A. Gunzinger has vast experience in several capability and policy areas. During the 1990s, he conducted research on behalf of the Air Force Chief of Staff and Secretary of the Air Force on future operational concepts for air warfare. In the late 1990s, he was a co-author of the Defense Department'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. 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 development of DoD's Air-Sea Battle concept. 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 concepts and capabilities to create advantages in precision strike salvo competitions with China, Russia, and Iran. He has led and co-led wargames and workshops sponsored by the Office of Net Assessment and the DARPA Strategic Technology Office to assess future concepts and systems-of-systems for U.S. military operations in highly contested environments.

Mr. Gunzinger's publications include "Beyond The Bottom-Up Review" in *Strategic Essays Vol. XIII*, National Defense University Press, which won a Chairman of the Joint Chiefs of Staff Distinguished Essay Award for 1997. He also authored multiple articles on future warfighting concepts and capabilities that have been published in *Airpower History*, *Proceedings*, and the *Airpower Journal*. His most recent CSBA monographs are *Changing The Game: The Promise of Directed-Energy Weapons* (2012); *Outside-In: Operating from Range to Defeat Iran's Anti-Access and Area-Denial Threats* (2012); *Shaping America's Future Military: Toward a New Force Planning Construct* (2013); *Toward a Balanced Combat Air Force* (2014); *Sustaining America's Precision Strike Advantage* (2015); *Winning the Airwaves: Regaining America's Dominance in the Electromagnetic Spectrum* (2015); and *Winning the Salvo Competition: Rebalancing America's Air and Missile Defenses* (2016).

CURRENT POSITION

As a Senior Fellow at CSBA, Mr. Gunzinger plays a significant role in informing the development of national defense strategic priorities. He provides advice to senior leaders in the Office of the Joint Chiefs of Staff, the Service headquarters staffs, and the Office of the Secretary of Defense. His analytical focus area includes emerging capabilities that are key to DoD's Third Offset Strategy, including directed energy weapons, next-generation electronic warfare capabilities, advanced unmanned systems, and the next long-range strike family of systems. He has been in his current position since 2010.

AREAS OF EXPERTISE

Strategy Development
Force Planning
Long-Term Military Competition
Defense Transformation
Air Warfare
Quadrennial Defense Review

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PREVIOUS PROFESSIONAL EXPERIENCE

From 1972 to early 1992, Mr. Gunzinger served in the United States Air Force as a B-52 copilot, aircraft commander, and senior instructor/evaluator pilot. Following graduation as a member of the first class of the Air Force's School of Advanced Air and Space Studies, he joined the personal staff of the Air Force Chief of Staff and provided advice to the Chief of Staff on the 1993 Bottom-Up Review and 1994 Roles and Missions Review of the Armed Forces.

After completing his final operational tour in 1997 as an aircraft commander with over 3,000 hours in the B-52, Mr. Gunzinger returned to the Pentagon to support DoD's first Quadrennial Defense Review. As a member of the Office of the Secretary of Defense, he co-led the Congressionally mandated 1997 Deep Attack Weapons Mix Study that resulted in decisions to develop new precision-guided munitions and other surveillance and strike capabilities. Mr. Gunzinger developed multiple QDR briefings, reports, and testimony on advanced systems needed to sustain the Nation's long-range strike capability advantage to the Defense Science Board, the General Accounting Office, the White House, and Congress. Over the next few years, he co-authored Defense Planning Guidance documents that established resource and capability priorities that shaped development of three defense budgets. Rejoining the Air Force in 1999, Colonel Gunzinger was appointed as the Chief, Joint Issues Division. As a division chief, he proposed the development of new operational concepts for projecting air power into the Pacific and Persian Gulf.

Following retirement as a colonel and command pilot in 2002, Mr. Gunzinger was appointed as the Deputy Associate Director for Strategic Planning, Headquarters United States Air Force. Over the next two years, he helped lead five Air Staff divisions that authored the Air Force's Transformation Flight Plan, Long-range Strategic Plan, and resource planning guidance. After transferring to the Office of the Under Secretary of Defense for Policy, Mr. Gunzinger helped prepare DoD leadership for the 2006 QDR. As OSD/Policy's lead for the Department's annual Program and Budget Review, he briefed principals on the Defense Acquisition Board and developed guidance on behalf of the Secretary of Defense to develop new capabilities needed to sustain the U.S. military's freedom of action in an emerging precision-guided munitions regime. Appointed to the Senior Executive Service in 2005, Mr. Gunzinger led the Department's QDR integration office to prepare the Secretary of Defense, Deputy Secretary of Defense, Chairman and Vice Chairman of the Joint Chiefs for QDR meetings. He was a co-author of DoD's 2006 QDR Report, and developed the Secretary of Defense's *Strategic Planning Guidance for Fiscal Years 2008–2013*. As a result of his contributions during the 2006 QDR, Mr. Gunzinger was awarded the Department of Defense Distinguished Civilian Service Medal.

In 2006 and 2007, Mr. Gunzinger led the interagency effort to implement 2006 QDR recommended initiatives to help shape the rise of China and other emerging powers. Mr. Gunzinger was the primary author of the initial briefing to the President's National Security Advisor proposing the military "surge" to Iraq. Subsequent briefings on the surge to Iraq authored by Mr. Gunzinger were used to brief the full National Security Council. Prior to the 2010 QDR, Mr. Gunzinger served as the Deputy Assistant Secretary of Defense for Forces Transformation and Resources in the Office of the Under Secretary of Defense for Policy. In this position, he authored the *Defense Department's Guidance for Development of the Force for Fiscal Years 2010–2015* and gave multiple briefings on future plans, capabilities, and resource issues to the Deputy Secretary of Defense. Mr. Gunzinger led DoD's first congressionally mandated Quadrennial Roles and

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Missions Review (QRMR) and authored the review's report to Congress signed by the Secretary of Defense. Mr. Gunzinger most recently served in government as a senior advisor for the U.S. Air Force during the 2010 Quadrennial Defense Review. Appointed as a Highly Qualified Expert, he was asked to co-lead an Air Force Tiger Team that assessed the need to develop a new optionally manned penetrating bomber and other long-range strike capabilities.

EDUCATION

Bachelor of Science in Chemistry

United States Air Force Academy

Master of Arts in Personnel Administration

Central Michigan University

Master of Military Art and Science

United States Air Force School of Advanced Air and Space Studies

Master of Science, National Security Strategy (Distinguished Graduate)

National War College

Completed multiple training courses in military history and campaign planning
