



2025

ODIA

YEAR IN REVIEW

CONNECTING
PEOPLE

GROWING
BUSINESS

ADVANCING
OK'S NATIONAL
SECURITY PRESENCE



2025 ODIA YEAR IN REVIEW
& IMPACT HIGHLIGHTS

Allyson Carson signs a memorandum of understanding (MOU) with Chairman Hu, **Taiwan Defense Industry Development Association (TW-DIDA)**. ODIA now has four MOUs with Taiwan entities, strengthening ties that help Oklahoma companies connect, collaborate, and grow.

Taiwan Excellent Drone International Business Opportunities Alliance

Aisa UAV AI Innovation Application R & D Center

Unmanned Aircraft Systems Team of Taiwan

Taiwan Defense Industry Development Association



ODIA 2025

When Oklahoma's defense community shows up together, we don't just participate—we lead.

In 2025, the Oklahoma Defense Industry Association delivered unprecedented access, advocacy, and impact for our members across every corner of the national security ecosystem.



Thank you to our board, members, speakers, and sponsors for making this year truly impactful.

534 PEOPLE CONNECTED

across Oklahoma's defense industrial base (individual members & people within member organizations)

165 MEMBERSHIP ACCOUNTS: 107 ORGANIZATIONS & 58 INDIVIDUALS

from startups to primes, manufacturers to innovators

613 UNIQUE ATTENDEES

across ODIA events and strategic partnership engagements

9 SIGNATURE ODIA EVENTS

delivering access, insight, and connection

6+ MAJOR PARTNER EVENTS SUPPORTED

multiplying our statewide reach

INTERNATIONAL EXPANSION

through delegations to Taiwan, engagements with Korea and Japan, participation in global defense exhibitions, and support for international partnerships in Oklahoma



3 MAJOR AWARDS

recognizing ODIA's impact on the defense ecosystem and small business innovation

ODIA events are photographed for our annual report, website, and social media. Prefer not to be included? Contact acarson@oklahomadefense.com.

ODIA AT A GLANCE

This report highlights ODIA's key initiatives, advocacy efforts, member engagement, and strategic priorities from the past year, showcasing our collective work to strengthen Oklahoma's defense industry and workforce.

The sections that follow reflect the progress, collaboration, and impact made possible through the commitment of our members and partners across Oklahoma's defense community.

WHAT ODIA DOES BEST

CONVENE trusted rooms where defense priorities, partnerships, and opportunities take shape.

TRANSLATE the national security strategy into actionable insight for Oklahoma companies.

CREATE access—especially for small businesses—through introductions and advocacy.

STRENGTHEN the pipeline through workforce and STEM/aviation engagement.

REPRESENT Oklahoma's defense industrial base with a clear, unified voice.

66

Membership isn't just about attending events—it's about being part of a network that actively opens doors.

Because I took the time to be in the room, I was able to connect with Camgian's CEO, Gary Butler. That short conversation turned into new business: Bowers Trucking & Logistics is now hauling assets for Camgian.

— Garrett Bowers
CEO, Bowers Trucking & Logistics



OUR MISSION

We connect people, grow business, and advance Oklahoma's national security position by convening industry, government, military, academia, and partners to strengthen the ecosystem.

ODIA is shaping an alliance built to grow quickly and work seamlessly.

It's not only about connecting—it's about coming together as one.

Here, industry leaders, government partners, academic experts, and nonprofit innovators form a true community. Together, we're more than strong—we're unstoppable.

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ODIA BOARD OF DIRECTORS

EXECUTIVE BOARD

Robert Cox
President
Founding Member

Mark Brace
VP Treasurer
Founding Member

Rick Nagel
1st Vice President
Founding Member

Michael Morford
VP Secretary
Founding Member

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Choctaw Nation
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Founding Member

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Inaugural Member

James Freeman
TriPacer Strategic
Consulting
Inaugural Member

Nate Slate
Leidos/Dynetics
Inaugural Member

Leslia Pearson
OK ACES, ODOC
Inaugural Member

Dick Tanenbaum
RT Development
Inaugural Member

Otis Winkler
Kratos Defense
Founding Member

Letter from the Executive Director

2025 was the year ODIA proved that when Oklahoma shows up together, we punch far above our weight in the national security arena.

Across defense briefings, a packed Legislative Reception, a high-impact D.C. Fly-In, and strategic partner sponsorships, we kept our mission front and center. **We connected people, grew business, and advanced Oklahoma's role in national defense.**

The value of ODIA for our members wasn't abstract. It looked like:

- Warm introductions to program offices and prime contractors
- Small businesses stepping into conversations they'd never access alone
- Investors and innovators finding each other in the same room
- Oklahoma's story was shared in the places where budgets are created and strategies are developed

ODIA's impact in 2025 extended well beyond our own calendar.

We showed up alongside partners across the state—supporting mission readiness and autonomy efforts, aviation and workforce pipeline initiatives, and the policy platforms that shape Oklahoma's defense priorities.

From Oklahoma City to Washington, D.C.—and from Taipei to Tulsa—ODIA members opened doors, built relationships, and strengthened the ecosystem that makes our state a national security asset.

I invite you to look back at the past year and reflect on the success we have built—**together**—and the momentum we carry into what's next.

Thank you for showing up, leaning in, and continuing to build a stronger defense ecosystem for Oklahoma.

Allyson Carson
Executive Director



“This year has demonstrated the strength and resilience of Oklahoma’s defense community. Through partnership, advocacy, and shared commitment, we’ve achieved significant milestones that position our industry for even greater success in the year ahead.



Letter from the Board President



ROBERT COX, PRESIDENT & CEO, ATC

As we close out another year for the Oklahoma Defense Industry Association, I want to extend my sincere appreciation for your engagement, partnership, and commitment to strengthening our state's defense ecosystem. Because of you, 2025 was a year of remarkable growth, collaboration, and forward momentum.

ODIA was founded to serve as a unified voice for Oklahoma's defense industry—bringing together companies, innovators, educators, and partners who contribute to our state's national security mission.

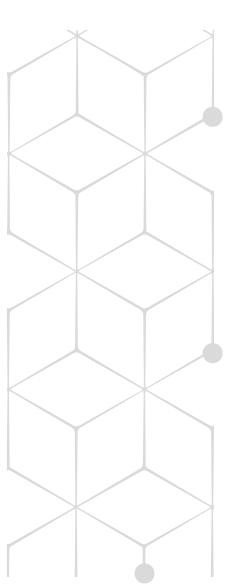
This year, we made meaningful strides by:

- Growing to **165 membership accounts** (107 organizations & 58 individual members), representing **534 people** connected across Oklahoma's defense industrial base.
- Deepening engagement through signature events that brought **613 unique attendees into the room**—many for the first time.
- Strengthening relationships with state and federal leaders through **coordinated advocacy**.
- Building partnerships that support **workforce development and industrial readiness** across Oklahoma.

As we move into 2026, ODIA remains laser-focused on amplifying your voice, fostering collaboration, and ensuring Oklahoma remains a leader in defense capabilities and innovation.

Thank you for the work you do every day to support our industry and our mission. It is an honor to serve as Board President, and I am grateful for the trust and support you have shown throughout the year.

Robert Cox
ODIA Board President



A YEAR IN NUMBERS

When Oklahoma's defense community shows up together, we don't just participate—we lead. In 2025, the Oklahoma Defense Industry Association delivered unprecedented access, advocacy, and impact for our members across every corner of the national security ecosystem.

534

People connected across Oklahoma's defense industrial base (individual members & contacts within member organizations)

613

Unique attendees across ODIA events and strategic partnership engagements

9

ODIA events delivering access, insight, and connection

6

Major partner events supported, multiplying our statewide reach

6

New International connections through Taiwan, South Korea, Japan, Ireland, and Brunei

3

Major awards recognizing ODIA's impact on the defense ecosystem and small business innovation

MEMBERS AT A GLANCE



MAJOR WINS OF 2025

Being recognized by industry leaders strengthens ODIA's credibility as a trusted leader and advocate for Oklahoma's defense industry. These honors validate the impact of our programs, partnerships, and advocacy efforts and elevate the visibility of our members.



ODIA's Executive Director, Allyson Carson, was honored by the OKSBDC

RECOGNITION & AWARDS

2025 COMMUNITY PARTNER OF THE YEAR

Air & Space Forces Association,
Central Oklahoma Gerrity 215 Chapter

2025 COMMUNITY PARTNER OF THE YEAR

Air & Space Forces Association,
Oklahoma Chapter

These awards recognize ODIA's dedication to building partnerships between industry, military installations, and community stakeholders—and validate the impact our members collectively create when we show up together in support of the national security mission.

INNOVATION ADVOCATE 2025

Oklahoma SBDC

ODIA's Executive Director, Allyson Carson, was honored as the Oklahoma SBDC Innovation Advocate—recognizing ODIA's commitment to small business growth, innovation, and access to defense contracting.



ODIA GOES GLOBAL

Expanding Oklahoma's Global Defense Presence

In 2025, ODIA positioned Oklahoma as a credible, connected player in the global defense and aerospace market. Through strategic international engagements, we **opened pathways** for member companies to access foreign partners, supply chains, and investment opportunities.

These engagements raised **Oklahoma's global visibility** and accelerated the development of **trusted relationships** with allied partners. Most importantly, they opened **new pathways** for member companies—partnerships, supply-chain connections, and market access that can turn into real work.

TAIWAN

- Co-led the Oklahoma Delegation to Taiwan alongside state and industry leaders.
- Signed three Memoranda of Understanding (MOUs) to strengthen collaboration in defense technology and aerospace.
- Hosted Taiwan-based drone supply chain companies for meetings in Oklahoma City and Tulsa, facilitating direct B2B connections.

SOUTH KOREA

- Engaged Korean business leaders through the KOTRA delegation and B2B conference.
- Connected Oklahoma manufacturers and technology companies to Korean defense contractors and investors.

JAPAN

- Presented to Japanese small business leaders exploring partnerships with U.S. defense firms.
- Attended the Lieutenant Governor's Japan Delegation Reception in Tulsa, strengthening government-to-government and industry relationships.

AND BEYOND

- Supported international guests at the Thunderstruck Exercise (Taiwan and Brunei delegations).
- ODIA members exhibited at the Taipei Aerospace & Defense Technology Exhibition, showcasing Oklahoma's capabilities on a global stage.
- Participated in a visit to Ireland to explore defense and aviation partnership opportunities.

POLICY & ADVOCACY ACHIEVEMENTS

Amplifying Oklahoma's Voice Where It Counts



CYBERSECURITY MATURITY MODEL CERTIFICATION

ODIA took a leadership role in 2025 by shaping Oklahoma's approach to CMMC. We also advocated for the realities small businesses face as defense contracting grows more complex. And we helped drive real conversations on acquisition reform between Oklahoma's federal delegation and our member companies.



CMMC LEADERSHIP

- Collaborated with Oklahoma ACES and the Oklahoma Cyber Innovation Institute to coordinate stakeholder alignment across industry, government, and academic partners.
- Participated in a July roundtable hosted by Senator Lankford's office with DoD Chief Information Officer representatives, bringing Oklahoma industry concerns directly to federal decision-makers.
- Advocated directly to DoD on the cost and complexity burdens CMMC places on small businesses, particularly those new to defense contracting.
- Worked with Senator Haste on potential state legislation for a CMMC tax credit to support Oklahoma companies in meeting compliance requirements.



ACQUISITION REFORM ADVOCACY

- Facilitated conversations between Oklahoma's federal delegation and ODIA members on barriers to defense contracting, competition, and innovation.
- Re-engaged with the Acquisition Working Group at Senator Lankford's request, providing industry perspective on streamlining processes and reducing obstacles for small and non-traditional defense contractors.
- Contributed to Rep. Hill's Interim Study on barriers to startup growth and supply chain resilience in Oklahoma's defense industrial base.
- Brought member challenges directly to policymakers and helped translate real-world barriers into actionable fixes.

WORKFORCE & COMMUNITY IMPACT

Workforce readiness is defense readiness. In 2025, ODIA deepened its investment in STEM education, aviation career awareness, and community engagement—ensuring Oklahoma has the skilled workforce our defense and aerospace industries need to grow.

Oklahoma's long-term competitiveness in defense depends on a pipeline of skilled workers who understand the mission and see a future in this industry. ODIA's workforce engagement helps ensure that pipeline stays full—and that Oklahoma companies can recruit, retain, and grow the talent they need to win.



YOUTH & STUDENT ENGAGEMENT

- Supported Girls in Aviation Day, reaching 1,000+ participants with hands-on exposure to aviation careers, aircraft, and industry professionals.
- Partnered with AERO Oklahoma to bring 1,300+ attendees—including 200+ active-duty service members and hundreds of students—to the State Capitol for Aviation, Aerospace & Defense Awareness Day.



EDUCATION & UNIVERSITY PARTNERSHIPS

- Strengthened our partnership with the OU Aerospace & Defense MBA program, with ODIA leadership speaking to each cohort.
- Showed up across the state at community and education touchpoints—building awareness of defense career pathways long before graduation.
- Connected college students with summer internship opportunities.



CONNECTING THE ECOSYSTEM

- Connected students, educators, families, and employers across Oklahoma to expand awareness of high-demand aviation, aerospace, and defense career opportunities in maintenance, avionics, engineering, and advanced manufacturing.



2025 ODIA EVENTS



JAN 20, 2025
Innovating Under Fire
Lt Gen John "Soup" Campbell
(USAF, Ret) & Alec Bierbauer

FEB 3, 2025
ODIA Legislative Reception

APR 24, 2025
**Strategic Challenges of
the 21st Century**
Lt Gen David Deptula (USAF, Ret)

APR 29-30, 2025
ODIA DC Fly-In

JUN 12, 2025
The Space Industry in Oklahoma
Jim Bridenstine & Gabe Sherman

JUL 31, 2025
**War Business: The Hired Guns of
Helmand Province**
Matthew Brunnemann

AUG 18, 2025
OK Federal MLA Reception

OCT 9, 2025
Forging Resilience in a Fractured World
MajGen Tracy W. King (USMC, Ret)

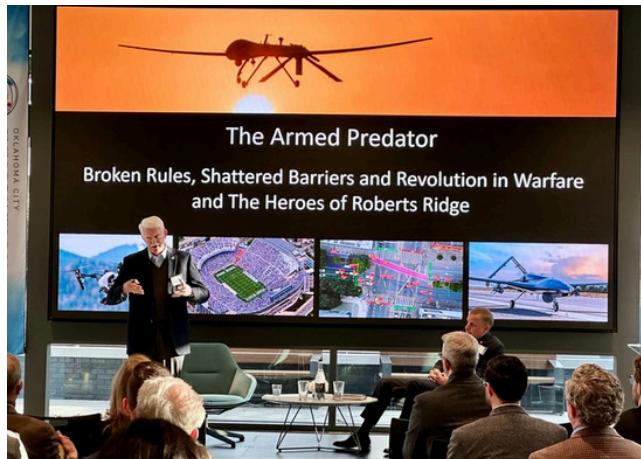
NOV 13, 2025
Dawn Aerospace Reception

Innovating Under Fire: The Armed Predator Drone

JANUARY 20, 2025 | OKLAHOMA CITY

Lt Gen (Ret.) John "Soup" Campbell and former CIA officer Alec Bierbauer shared the inside story of the armed Predator program—a masterclass in linking strategy, technology, and acquisition under urgent operational pressure.

Impact: Sparked follow-on conversations connecting Oklahoma firms with federal partners around ISR, autonomy, and data integration. Reinforced ODIA as a trusted convener for national-level strategic insight that translates to business opportunity.



ODIA Legislative Reception

FEBRUARY 3, 2025 | OKLAHOMA CITY

ODIA's signature state-level convening brought legislators, staff, military leadership, and industry into the same room to keep defense priorities front-of-mind at the State Capitol.

Impact: Created dozens of direct touchpoints between members and policymakers. Strengthened ODIA's role as the platform for coordinated, unified advocacy on behalf of Oklahoma's defense industrial base.

Credit: Becky Benedict Photography

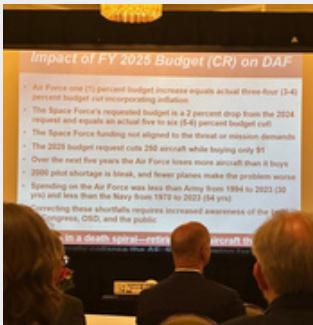


Strategic Challenges of the 21st Century: Current Trends in the Air Force & Space Force

APRIL 24, 2025 | OKLAHOMA CITY

Lt. Gen. David Deptula (USAF, Ret.) delivered a candid, strategic discussion on air and space power, great-power competition, and implications for industry in an era of contested operations.

Impact: Provided members with strategic clarity on emerging DoD priorities and budget focus areas. Strengthened ODIA's role as a translator between national strategy and Oklahoma opportunity.



ODIA DC Fly-In

APRIL 29–30, 2025 | WASHINGTON, D.C.

ODIA members traveled to Washington to meet with Oklahoma's congressional delegation, defense committees, and key acquisition offices. The agenda included a Capitol night tour with Senator Lankford, delegation meetings in the Senate office building SVC-209, and a congressional reception hosted for Oklahoma industry leaders.

Impact: Delivered direct, face-to-face access to federal decision-makers during critical FY26–FY27 authorization and appropriations windows. Reinforced unified Oklahoma priorities and put member companies in front of the people who shape defense policy and budgets.



The Space Industry in Oklahoma - Where We Are Now & What We Need to Do to Grow It

JUNE 12, 2025 | TULSA

Featuring former NASA Administrator Jim Bridenstine and former NASA Chief of Staff Gabe Sherman, this briefing explored Oklahoma's growing role in space and dual-use innovation. The event included a live pitch session from six Government Business Boot Camp startups.

Impact: Positioned ODIA as the hub where defense, space, and dual-use innovation intersect in Oklahoma. Gave startups high-visibility exposure to investors and decision-makers in a trusted setting.



War Business: The Hired Guns of Helmand Province

JULY 31, 2025 | OKLAHOMA CITY

Author and Marine veteran Matthew Brunnemann sparked candid conversation on leadership, ethics, resilience, and the realities of modern contracting in combat environments.

Impact: Reinforced ODIA as a serious forum for national security dialogue that goes beyond contracts and policy to exploring the human and operational realities of the work our member's support.



Federal MLA Delegation Reception

AUGUST 18, 2025 | OKLAHOMA CITY

ODIA hosted a member reception with Military Legislative Assistants (MLAs) from Oklahoma's federal delegation visiting from Washington, D.C. This strategic gathering created direct access between ODIA members and the congressional staff who shape defense policy, budgets, and legislation.

Impact: Strengthened relationships between the Oklahoma industry and the federal delegation staff who advise on defense appropriations and authorization. Provided members with direct channels to communicate priorities, challenges, and opportunities to the people influencing defense policy decisions in Washington.



Forging Resilience in a Fractured World Navigating Global Conflict & National Security

OCTOBER 9, 2025 | OKLAHOMA CITY

Maj. Gen. Tracy W. King (USMC, Ret.) discussed resilience, alliances, contested logistics, and readiness in an era of global conflict and strategic competition.

Impact: Equipped members with the language and framing needed to communicate resilience and industrial readiness to boards, investors, policymakers, and public officials—translating operational concepts into business strategy.

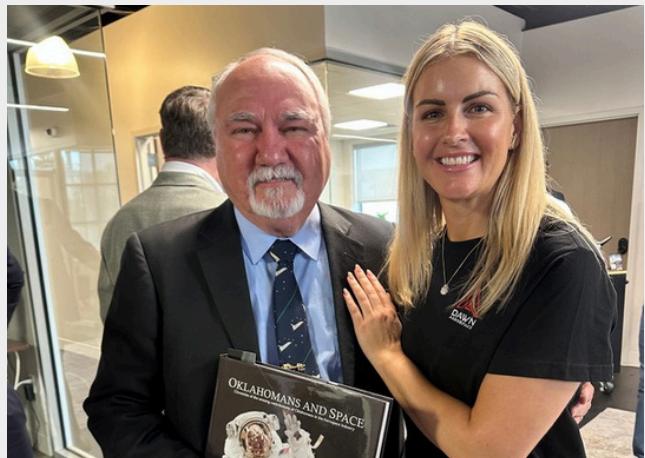


Dawn Aerospace Reception

NOVEMBER 13, 2025 | OKLAHOMA CITY

ODIA hosted a reception for Dawn Aerospace, a New Zealand-based aerospace company partnering with the Oklahoma Space Industry Development Authority to bring a Mk-II Aurora spaceplane to Oklahoma.

Impact: Showcased ODIA's role in supporting international aerospace partnerships and positioned Oklahoma as a destination for cutting-edge space technology. Facilitated connections between Dawn Aerospace leadership, ODIA members, state officials, and potential partners in Oklahoma's growing space ecosystem.











STRATEGIC PARTNERSHIPS & EVENT SUPPORT

Multiplying Impact Across the Oklahoma Defense Ecosystem

In 2025, ODIA supported key events that advanced mission readiness, ecosystem growth, policy engagement, and workforce development across Oklahoma. These partnerships helped us extend our reach—and made sure ODIA members were in the room where relationships turn into real collaboration.

MISSION READINESS & OPERATIONAL SUPPORT

ODIA members were positioned to engage directly with Guard and stakeholders building pathways for experimentation, pilot programs, and collaboration around emerging technologies.



POLICY & ADVOCACY

ODIA engaged in working groups, roundtables, and interim studies bringing member realities directly to the policymakers shaping the rules.

In several cases, ODIA spearheaded meetings, creating direct channels between industry and legislators and strengthening partnerships between Oklahoma's defense industrial base and the installations that anchor our national security mission.

INDUSTRY GROWTH & PARTNERING

ODIA increased Oklahoma's visibility with military leadership, program offices, and prime contractors.

We helped create networking and business development opportunities for Oklahoma companies on an international stage.



WORKFORCE & COMMUNITY

ODIA strengthened its commitment to workforce development and encouraged careers in the aviation and aerospace industries.

We connected students and professionals to opportunities across Oklahoma's defense ecosystem while celebrating the state's aviation heritage.

MISSION READINESS EVENTS

- OKNG UAS / Launched Effects Symposium
- FIRES Symposium
- OKNG Domestic Operations Symposium
- Bomber Directorate Summit

POLICY & ADVOCACY EVENTS

- AERO Oklahoma – Aviation, Aerospace & Defense Awareness Day
- Sen. Lankford's CMMC Roundtable (with DoD CIO representatives)
- Rep. Hill Interim Study Participation (barriers to startups & supply chain growth)
- CMMC Tax Credit Exploration with Sen. Haste

INDUSTRY GROWTH & PARTNERING EVENTS

- Association of the United States Army (AUSA) Annual Meeting
- DIBCON 25
- Oklahoma Aerospace Forum
- Tinker and the Primes
- Advanced Air Mobility Conference

WORKFORCE & COMMUNITY EVENTS

- Oklahoma Women in Aviation and Aerospace Day
- Girls in Aviation Day
- Oklahoma Aerospace Week
- ODAA Teacher APOA Dinner
- Tinker Air Show
- OU MBA Executive Program in Aerospace & Defense

THANK YOU TO OUR SPONSORS

Making Our Impact Possible



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Supporting ODIA's mission means investing in Oklahoma's defense future. The connections, visibility, and partnership opportunities created through ODIA events deliver real value for our business and our community.

- Maurice Compton

President & CEO, Ready 3

LOOKING FORWARD TO 2026

Building on Momentum – Celebrating Five Years of Impact

In 2025, ODIA delivered progress members couldn't achieve alone—stronger relationships, greater influence, and more pathways to partnership and growth. When Oklahoma shows up together, conversations become partnerships.

In 2026, we're stacking progress: deepening the DC Fly-In, expanding briefings, investing in talent, and leveraging sponsorships more intentionally for real ROI. **If 2025 was the proof, 2026 is the build.**



GROWING OUR INTERNATIONAL FOOTPRINT

by building on partnerships established in Taiwan, Korea, Japan, and beyond.



DEEPENING FEDERAL ENGAGEMENT

through a more targeted D.C. Fly-In with sustained follow-up and relationship management.



EXPANDING OUR BRIEFING SERIES

to address emerging defense priorities, technology trends, and member needs.



CONTINUING INVESTMENT

in workforce development and pipeline initiatives that ensure Oklahoma has the talent to sustain growth.



LEVERAGING SPONSORSHIPS STRATEGICALLY

to create meaningful access and tangible outcomes for members.



STRENGTHENING MEMBER-DRIVEN POLICY PRIORITIES

through coordinated advocacy at the state and federal levels.

GET INVOLVED

Turning Membership Into Momentum

MEMBERSHIP MATTERS

ODIA delivers value through **access, advocacy, and community** that no company can replicate on its own.



READY TO GET MORE OUT OF ODIA?

- Meet future collaborators and partners.
- Get warm introductions to the right people.
- Build relationships that turn into real work.
- Show up where Oklahoma's defense ecosystem connects.

WAYS TO ENGAGE



JOIN OR RENEW

Step in, stay active, and keep your seat at the table.



SPONSOR & SUPPORT THE MISSION

Sponsorship isn't just visibility—it's fuel. Your support helps ODIA create the rooms, relationships, and access that move the ecosystem forward.



PLUG IN

The fastest ROI comes from participation. Consider:

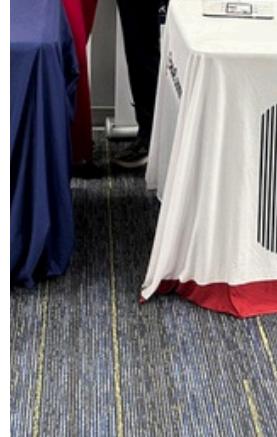
- Joining a working group or policy conversation
- Bringing a guest to an ODIA engagement
- Sharing a capability, need, or opportunity with the network
- Hosting a facility tour or small meet-up
- Supporting workforce connections (internships, hiring needs, classroom engagement)



Sometimes the best first step is simply telling us what you're trying to solve.

- Need a connection?
- Looking for a partner?
- Trying to break into defense contracting?
- Want to know who's doing what in Oklahoma?

Reach out—ODIA is built for that.



Credit: ODOC

CONTACT US



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ODIA strengthens Oklahoma's defense ecosystem by aligning government, manufacturers, and other industry partners. We've seen firsthand how that leadership and collaboration creates access, drives competitiveness, builds partnerships, and delivers statewide Department of War readiness impacts!

- **Ted Shinkle**

Vice President Defense Programs,
United Dynamics

ODIA events are photographed for our annual report, website, and social media.

Prefer not to be included?
Contact acarson@oklahomadefense.com.



oklahomadefense.com