A paper that provides an objective and balanced study reflecting the collective opinion of a group or coalition of groups within the Institute. The paper may include formal recommendations of government action on the issue. It is important to note that these papers represent the views of the sponsoring group, but not necessarily the views of AIAA. These papers require the review and approval of sponsoring group and shall not conflict with any Board of Trustees–approved position.

**Authors**
- Draft paper
- Submit electronically to Public Policy Director, who will manage the circulation of the paper through the review process

**Public Policy Committee**
- Reviewers conduct initial assessment of paper’s content
- Reviewers identify and engage affected Institute stakeholders, if necessary

**Authors**
- Make necessary modifications based on PPC feedback

**Institute Stakeholders**
- Reviewers check and comment upon accuracy of background information
- Reviewers check and comment upon assumptions within the recommendations

**Authors**
- Make necessary modifications based on stakeholder feedback

**Public Policy Committee**
- Reviewers conduct final evaluation and will decide:
  - Concurrence
  - Concurrence w/ Recommendations
  - Non-Concurrence

**Authors**
- Make necessary modifications

**Paper Published/Disseminated**