



## MOBILITY ACROSS NYU'S GLOBAL NETWORK

2017

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## **PREFACE**

The 2017 Global Mobility report covers travel for faculty and other NYU travelers across NYU's global degree-granting "portal" campuses – in New York, Abu Dhabi, and Shanghai – as well as its academic centers (or study away sites).

Created in response to requests from faculty governance groups during the 2014-15 academic year, this report – now in its third year -- is designed to provide insight into travel across NYU's global network, including any issues faced by faculty, students, staff, and administrators.

Over the past 12 months, global mobility has become a topic of increasing interest – and concern – to the NYU community, who in some cases have been directly affected by governmental decisions that have led to both delays and denials of visas. [Please see President Hamilton's February 9 memo to NYU faculty, addressing this issue, attached as an appendix to this report.]

This report includes material provided by the University's Office of Global Services (OGS) with respect to inbound travelers to the U.S. and outbound travelers to the study away sites; and material provided by NYU Abu Dhabi and NYU Shanghai with respect to their inbound travelers.

Data provided by OGS material includes travelers with start dates between January 1, 2017 and December 31, 2017. Statistics provided by NYU Abu Dhabi and NYU Shanghai are for the 2015- 16 academic year, though each also include historical data.

The report includes data on new and continuing NYU faculty, researchers, staff, and students, who are traveling to and from portal campuses and global sites. It does not include travel by members of the NYU community who are traveling outside NYU's global network, or travel to countries where portals and sites are located, but when the portal or site is not the destination. It also does not include travel by non-NYU visitors to NYU portals and sites.

**Chart #1: NYU Faculty & Administration Traveling from the U.S. to NYU Study Away Sites (Excluding NYUAD & NYUSH)  
For Start Dates between 01/01/2017 and 12/31/2017**

	Visa Applications Submitted					Visas Approved						Visa Issues						U.S. Port of Exit Issues					
	U.S. Citizens			Non-U.S. Citizens		U.S. Citizens			Non-U.S. Citizens			Issues			Unresolved			Issues			Unresolved		
	Faculty	Administration	Total	NYU AD- Based	NYU SH- Based	Faculty	Administration	Total	Faculty	Administration	Total	Faculty	Administration	Total	Faculty	Administration	Total	Faculty	Administration	Total	Faculty	Administration	Total
to Accra	2	3	5	1	0	2	3	5	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
to Berlin	10	0	10	1	0	8	0	8	2	0	2	0	0	0	0	0	0	0	0	0	0	0	0
to Buenos Aires	6	0	6	1	0	5	0	5	1	0	1	0	0	0	0	0	0	0	0	0	0	0	0
to Florence	9	1	10	2	0	9	1	10	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
to London	11	1	12	2	0	11	0	11	0	1	1	0	0	0	0	0	0	0	0	0	0	0	0
to Madrid	2	2	4	1	0	2	1	3	0	1	1	0	0	0	0	0	0	0	0	0	0	0	0
to Paris	19	4	23	1	0	18	3	21	1	1	2	0	0	0	0	0	0	0	0	0	0	0	0
to Prague	2	0	2	1	0	2	0	2	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
to Shanghai	14	0	14	5	3	12	0	12	2	0	2	0	0	0	0	0	0	0	0	0	0	0	0
to Sydney	3	0	3	3	0	3	0	3	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
to Tel Aviv	0	0	0	0	0		0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
<b>TOTAL</b>	<b>78</b>	<b>11</b>	<b>89</b>	<b>18</b>	<b>3</b>	<b>72</b>	<b>8</b>	<b>80</b>	<b>6</b>	<b>3</b>	<b>9</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
based in NYUAD	18	0	18			18	0	18	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
based in NYUSH	3	0	3			1	0	1	2	0	2	0	0	0	0	0	0	0	0	0	0	0	0

**Summary:**  
For outbound faculty and administration: OGS issued documents for 78 faculty and 11 administrative staff members, all of whom received visa approvals. Additionally, 18 of these approved visa applications were for NYUAD-based faculty members and three were for NYU Shanghai-based faculty members. OGS knows of no visa or port of exit issues for U.S.-based faculty and administration going on assignment during this time period.

- Notes:**
- Data are provided by the Office of Global Services (OGS).
  - U.S.-based NYU faculty, administration, and staff outbound to NYU Shanghai and NYU Abu Dhabi are not counted here. They are reported as inbound travelers to NYU Shanghai and NYU Abu Dhabi in the charts entitled "NYU Travelers to NYU Abu Dhabi" and "NYU Travelers to NYU Shanghai."
  - Visa Issues: What OGS knows about faculty, administration, and staff who were unable to travel due to visa delays, visa denials, security checks, etc.
  - Port of Exit Issues: What OGS knows about faculty, administration, and staff who had issues upon departing from a US port of exit (airport, land border).
  - Data exclude School of Medicine.
  - Data does not include assistance to faculty going to non-NYU sites.

**Chart #2: Non-U.S. Citizen NYU Faculty & Researchers Traveling to NYU New York  
For Start Dates between 01/01/2017-12/31/2017**

Visa Type	Initial Documents Issued/Filed				Visa Issues Reported to OGS				Port of Entry Issues Reported to OGS				Scholars Not Arrived as of 12/31/2017				Initial Scholars Arrived/Reported Approved			
	Faculty	Researchers	NYUAD-based	NYUSH-based	Faculty	Researchers	NYUAD-based	NYUSH-based	Faculty	Researchers	NYUAD-based	NYUSH-based	Faculty	Researchers	NYUAD-based	NYUSH-based	Faculty	Researchers	NYUAD-based	NYUSH-based
<b>J-1</b>	95	436	11	2	0	6	0	0	0	1	0	0	0	16	0	0	95	417	11	2
<b>H-1B</b>	34	22	1	0	1	2	0	0	0	0	0	0	0	0	0	0	34	22	1	0
<b>O-1</b>	6	0	0	0	1	0	0	0	0	0	0	0	0	0	0	0	6	0	0	0
<b>E-3</b>	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
<b>TN</b>	2	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	2	0	0	0
<b>TOTAL</b>	<b>595</b>		<b>12</b>	<b>2</b>	<b>10</b>		<b>0</b>	<b>0</b>	<b>1</b>		<b>0</b>	<b>0</b>	<b>16</b>		<b>0</b>	<b>0</b>	<b>576</b>		<b>12</b>	<b>2</b>

**Summary:**  
 For J-1 inbound faculty and researchers: OGS issued documents for 531 faculty and researchers. Of these, OGS is aware that 512 satisfactorily completed the process as of 12/31/2017. OGS knows of six researchers who experienced visa issues that resulted in a delay in their arrival to the US and one researcher who experienced a port of entry issue, which was resolved. OGS also counts 16 researchers who had not arrived at the time of running this report. This is either due to the fact that their appointment begins after the running of this report, or they cancelled their appointment for personal reasons. During this specific timeframe, OGS knows of 11 NYUAD faculty members and 2 NYUSH faculty members applying for a J-1 visa, and none reported any issues.

For Non-J-1 inbound faculty and researchers: OGS filed petitions for/advised on 64 initial faculty and researchers who had start dates between 1/1/2017-12/31/2017. Of these, OGS is aware that 116 satisfactorily completed the process as of the time of this report, though 4 faculty members and researchers were delayed due to administrative processing at the Consulate at first. During this specific timeframe, OGS only knows of 1 NYUAD faculty members and 0 NYUSH faculty members applying for a non J-1 visa (H-1B, O-1, TN, E-3), and there are no reported issues.

Visa Type	Description
<b>J-1</b>	Exchange Visitor Program: includes Professor, Research Scholar, Short-Term Scholar & Specialist J-1 categories
<b>H-1B</b>	Temporary Worker in a Specialty Occupation
<b>O-1</b>	Alien of Extraordinary Ability
<b>E-3</b>	Certain Specialty Occupations for Australian citizens
<b>TN</b>	Treaty NAFTA: For certain professionals from Canada and Mexico

**Notes:**

- Data are provided by the Office of Global Services (OGS).
- Faculty include a full range of of faculty titles.
- Researchers include post docs and research scientists and visiting scholars.
- Data include processing for non-U.S. citizens entering the U.S. and for non-U.S. citizens who are in the U.S. and amending their visa status.
- Travelers applying for J-1 visas are not required to register the outcome of their visa applications with OGS.
- Visa Issues: What OGS knows about travelers who were unable to arrive due to visa delays, visa denials, security checks, etc.
- Port of Entry Issues: What OGS knows about travelers who had issues upon arrival at a US port of entry (airport, land border).
- Data are not available to OGS about port of exit issues from home country.
- Data exclude School of Medicine.
- Scholars who have not yet arrived are scheduled to start programs later in the semester, and will arrive as planned.

**Chart #3: NYU Students Traveling to NYU Study Away Sites  
For Start Dates between 01/01/2017 and 12/31/2017**

Cases Processed by OGS, Excludes Liberal Studies Freshmen

Total number of admitted students contacted by OGS			Visas Approved				Visa Issues Reported to OGS		U.S. Port of Exit Issues Reported to OGS		Students Enrolled						Total Students Enrolled	
Undergrad	Graduate	Total	U.S. Citizens	Non-U.S. Citizens	Dual Citizens	Total	Issues	Unresolved	Issues	Unresolved	Undergrad (Total)	NYUNY-based	NYUAD-based	NYUSH-based	Liberal Studies*	Graduate		
to Abu Dhabi	82	0	82	23	30	4	57	0	0	0	0	57	40	0	30		37	94
to Accra	81	18	99	50	14	7	71	0	0	0	0	47	38	2	5		29	76
to Berlin	385	75	460	241	98	32	371	0	0	0	0	209	176	20	12		52	261
to Buenos Aires	172	57	229	129	29	19	177	0	0	1	0	115	98	8	5		62	177
to Florence	681	51	732	375	121	27	523	0	0	0	0	544	262	23	14	181	66	610
to London	1051	69	1120	569	264	65	898	0	0	0	0	922	699	45	18	149	109	1031
to Madrid	397	16	413	209	52	26	287	0	0	0	0	221	188	11	16		32	253
to Paris	516	83	599	302	102	37	441	0	0	0	0	368	241	15	4	105	162	530
to Prague	373	20	393	188	72	19	279	0	0	0	0	279	244	3	21		0	279
to Shanghai	558	67	625	167	130	21	318	0	0	0	0	201	169	25	0		35	236
to Sydney	237	0	237	145	12	17	174	0	0	0	0	166	163	2	1		0	166
to Tel Aviv	94	61	155	74	26	6	106	0	0	0	0	44	37	4	3		23	67
<b>TOTAL</b>	<b>4627</b>	<b>517</b>	<b>5144</b>	<b>2472</b>	<b>950</b>	<b>280</b>	<b>3702</b>	<b>0</b>	<b>0</b>	<b>1</b>	<b>0</b>	<b>3173</b>	<b>2355</b>	<b>158</b>	<b>129</b>	<b>435</b>	<b>607</b>	<b>3780</b>

\* Liberal Studies (which does not utilize OGS) also had 86 students enrolled in Washington, DC.

**Summary:**  
For outbound students: OGS contacted 5144 students who were initially admitted for travel to the global academic sites. As of October 18, 2017, visas were issued for 3702 students. OGS is aware of one student who experienced a U.S. Port of Exit issue. Some students contacted by OGS do not proceed through the visa application process as they decide not to study away; others enroll but do not need to obtain a visa through OGS in order to travel to the site. Ultimately, 3173 undergraduate students enrolled at NYU global sites through NYU Global Programs and OGS processed visas for all students who required them, with the exception of Liberal Studies students. In addition, OGS assisted with processing visas for other individual school programs whose enrollment is not reflected here. There are 158 Abu Dhabi-based and 129 Shanghai-based students included in this the Global Site enrollment participation data and none of them reported visa or port of exit issues.

**Notes:**

- Data about visa paperwork are provided by the Office of Global Services (OGS). Data about student enrollment are provided by the Office of Global Programs.
- OGS contacts all students who are admitted to an NYU Study Away site shortly after they receive their placement notifications from the Office of Global Programs. Not all admitted students decide to study away, and some ultimately enroll at a different site, which leads to differences between the total figures. In addition, OGS assists with processing visas for individual school programs whose enrollment is not reflected here.
- OGS data does not include Liberal Studies freshmen going to Florence, London, and Paris. LS handles visa paperwork without going through OGS.
- Dual passport holders are advised to travel on the passport with the easiest immigration entry into the host country.
- Visa Issues: What OGS knows about students who were unable to depart due to visa delays, visa denials, security checks, etc.
- Port of Exit Issues: What OGS knows about students who had issues upon departing from a US Port of Exit (airport, land border).
- Data exclude School of Medicine.

## Chart #4: Non-U.S. Citizen NYU Students Traveling to the U.S. on F-1 and J-1 Visas For Study in New York City and Washington, DC For Start Dates between 01/01/2017 and 12/31/2017

Initial Documents Issued for F-1 and J-1 international students					U.S. Port of Entry Issues				Visa Issues - Did not enroll				Students who Cancelled their Immigration Documents				Students who Deferred their Attendance				Student Enrollment of F-1 and J-1 international students			
	WSQ	BK	DC	Total	WSQ	BK	DC	Total	WSQ	BK	DC	Total	WSQ	BK	DC	Total	WSQ	BK	DC	Total	WSQ	BK	DC	Total
UGRD	1964	198	34	2196	3	2	1	6	2	0	0	2	52	16	2	70	55	8	0	63	1861	182	27	2070
GRAD	3468	991	0	4459	0	0	0	0	16	4	0	20	117	93	0	210	164	1	0	165	3242	901	1	4144
Other	962	47	0	1009	0	0	0	0	7	0	0	7	74	0	0	74	18	0	0	18	587	3	0	590
<b>TOTAL</b>	<b>6394</b>	<b>1236</b>	<b>34</b>	<b>7664</b>	<b>3</b>	<b>2</b>	<b>1</b>	<b>6</b>	<b>25</b>	<b>4</b>	<b>0</b>	<b>29</b>	<b>243</b>	<b>109</b>	<b>2</b>	<b>354</b>	<b>237</b>	<b>9</b>	<b>0</b>	<b>246</b>	<b>5690</b>	<b>1086</b>	<b>28</b>	<b>6804</b>
	to WSQ	to BK	to DC	Total	to WSQ	to BK	to DC	Total	to WSQ	to BK	to DC	Total	to WSQ	to BK	to DC	Total	to WSQ	to BK	to DC	Total	at WSQ	at BK	at DC	Total
from Abu Dhabi	318	0	24	342	0	0	0	0	0	0	0	0	18	0	0	18	1	0	0	1	267	0	14	281
from Shanghai	210	0	1	211	0	0	0	0	2	0	0	2	9	0	0	9	0	0	0	0	187	2	5	194
<b>SUB-TOTAL</b>	<b>528</b>	<b>0</b>	<b>25</b>	<b>553</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>2</b>	<b>0</b>	<b>0</b>	<b>2</b>	<b>27</b>	<b>0</b>	<b>0</b>	<b>27</b>	<b>1</b>	<b>0</b>	<b>0</b>	<b>1</b>	<b>454</b>	<b>2</b>	<b>19</b>	<b>475</b>

**Summary:**  
 OGS issued documents to 7,664 students to study in New York (Washington Square & Brooklyn campuses) and in Washington, DC. This group includes 342 international students coming to the US from NYUAD (318 to New York; 24 to Washington, DC) and 211 from NYUSH (210 to New York; 1 to Washington, DC).  
 OGS knows that six encountered port of entry issues, all of which were resolved; 29 students did not come to the U.S. because of visa issues (including two students from NYU Shanghai, who remained in Shanghai); 354 students cancelled their immigration documents, including 18 from NYU Abu Dhabi and nine from NYU Shanghai; and 246 deferred their admission to a future date, including 1 from Abu Dhabi.

Visa Type	Description
F-1	Academic Students
J-1	Exchange Visitors

- Notes:**
- Data are provided by the Office of Global Services, NYU Abu Dhabi, and NYU Shanghai
  - OGS is not notified directly of F-1 and J-1 visa approvals. OGS can confirm visa status only for those students who attend OGS immigration check-in workshops upon arrival.
  - Port of Entry Issues: Students who had issues upon arrival at a US port of entry (airport, land border).
  - Visa Issues - Did not enroll: Students who did not arrive due to visa delays, visa denials, security checks, etc. These students may also fall into the students cancelled or deferred categories.
  - Students who Cancelled their Immigration Documents: Students who for a variety of reasons are not attending; this includes students who are unable to enter the US due to visa delays or denials.
  - Students Deferred: Students who are applying to come to the US for a future semester in 2018; this includes students who deferred because of visa delays or denials.
  - Data are not available to OGS about port of exit issues from home country.
  - Data exclude School of Medicine.

**Chart #5: NYU Travelers to NYU Abu Dhabi (U.S. and Non-U.S. Citizens)**

	AY 2009-2010			AY 2010-2011			AY 2011-2012			AY 2012-2013			AY 2013-2014			AY 2014-2015			AY 2015-2016			AY 2016-2017			Totals for AY 2010-2017		
	Applied	Rejected	Approved	Applied	Rejected	Approved	Applied	Rejected	Approved	Applied	Rejected	Approved	Applied	Rejected	Approved	Applied	Rejected	Approved	Applied	Rejected	Approved	Applied	Rejected	Approved	Applied	Rejected	Approved
Students	0	0	0	143	0	143	157	0	157	177	1	176	176	0	176	276	0	276	276	0	276	313	0	313	1518	1	1517
Faculty	69	0	69	149	2	147	135	4	131	142	2	140	110	0	110	139	2	137	118	0	118	141	8	133	1003	18	985
Researchers	0	0	0	6	4	2	20	0	20	96	7	89	103	9	94	191	24	167	196	14	182	190	17	173	802	75	727
Staff	18	0	18	77	2	75	93	2	91	139	3	136	193	7	186	129	7	122	163	5	158	130	5	125	942	31	911
Academic Support	3	0	3	33	4	29	46	2	44	22	0	22	59	1	58	31	1	30	52	5	47	42	5	37	288	18	270
<b>GRAND TOTAL</b>	<b>90</b>	<b>0</b>	<b>90</b>	<b>408</b>	<b>12</b>	<b>396</b>	<b>451</b>	<b>8</b>	<b>443</b>	<b>576</b>	<b>13</b>	<b>563</b>	<b>641</b>	<b>17</b>	<b>624</b>	<b>766</b>	<b>34</b>	<b>732</b>	<b>805</b>	<b>24</b>	<b>781</b>	<b>816</b>	<b>35</b>	<b>781</b>	<b>4553</b>	<b>143</b>	<b>4410</b>
Percentage	100.00%	0.00%	100.00%	100.00%	2.90%	97.10%	100.00%	1.80%	98.20%	100.00%	2.30%	97.70%	100.00%	2.70%	97.30%	100.00%	4.40%	95.60%	100.00%	2.98%	97.02%	100.00%	5.45%	94.55%	100.00%	3.14%	96.86%

**Summary:**  
 In AY2016-2017, 100% of students, 93% of faculty, 91% of researchers, 90% of staff, and 88% of academic support employees were approved for their visas. Of the eight faculty denials, two were for affiliated faculty from NYU's Washington Square Campus; these were the first, and only, rejections for faculty traveling from another NYU location.

- Notes:**
- Data provided by NYU Abu Dhabi and includes visas for NYUAD faculty, students, and staff, including those visiting from other NYU locations.
  - Faculty include both permanent NYUAD hires (standing faculty), as well as affiliated (New York-based faculty), and visiting faculty from other institutions. Affiliated and visiting faculty include January-term, seven-week, fourteen-week, and full-year assignments.
  - Researchers include post doctoral fellows, research scientists and scholars, and lab instructors.
  - Academic Support includes Teaching Assistants and Writing Fellows, junior non-faculty members of the NYUAD instructional staff (prior to 2015-16, these roles were filled primarily by Global Academic Fellows).
  - Each AY refers to the academic year beginning on September 1st and ending on August 31st of the following year. Applications that began between those dates are included in each year's data.
  - Last year's report indicated that one faculty visa application was pending. In fact, the application was for a researcher, and has since been denied. AY15-16 numbers have been updated to reflect this.

**Chart #6: NYU Travelers to NYU Shanghai  
(U.S. and Non-U.S. Citizens - Excluding Chinese Nationals)**

	AY 2013-2014		AY 2014-2015		AY 2015-2016		AY 2016-2017		AY 2017-2018		Totals for AY 2014-2018	
	Approved	Not Approved	Approved	Not Approved	Approved	Not Approved	Approved	Not Approved	Approved	Not Approved	Approved	Not Approved
<b>Students</b>	144	0	143	0	149	0	165	0	0	0	601	0
<b>Faculty</b>	71	0	137	1	131	0	132	0	48	0	519	1
<b>Administration/ Staff</b>	93	0	119	0	112	0	98	0	2	0	424	0
<b>GAF</b>	15	0	19	0	15	0	8	0	8	0	65	0
<b>Faculty Recruitment</b>	5	0	9	0	35	0	10	0	8	0	67	0
<b>GRAND TOTAL</b>	<b>328</b>	<b>0</b>	<b>427</b>	<b>1</b>	<b>442</b>	<b>0</b>	<b>413</b>	<b>0</b>	<b>66</b>	<b>0</b>	<b>1676</b>	<b>1</b>

**Summary:**

Over the last four years, there has only been one case of a faculty member not receiving a visa in time to travel.

Notes:

- Data provided by NYU Shanghai.
- Student data includes matriculated NYU Shanghai students (not study away students).
- Faculty includes standing (teaching fellows, recitation instructors, postdocs), affiliated, and visiting faculty.
- Administration/Staff includes any NYU or NYU Shanghai staff member and administrator, including the Leadership team for NYU and NYU Shanghai.
- GAF are Global Academic Fellows, junior non-faculty members of the NYUSH instructional staff.
- Faculty Recruitment: Prospective faculty invited for campus visits.
- Student data is based on when visas are received, not when students start.
- Since the previous mobility report, AY 2016-2017 data as been updated to include the data for the entire academic year. The previous report included data through October 1, 2016.
- Previous reports contained incomplete figures for the numbers of faculty, administration/staff, and GAFs that were "approved" in AY 2013-2014 & AY 2014-2015. These numbers have been updated here (note that the numbers of visas that were "not approved" remains the same).





## Mobility Across the Global Network

To: The NYU Community  
From: President Andrew Hamilton  
Date: Friday, February 9, 2018

Dear NYU Faculty Colleagues,

The denial of visas to two members of our NYU New York faculty who were scheduled to teach at our Abu Dhabi campus this academic year has prompted us to review our policies and procedures surrounding mobility throughout our global network. Building upon [a series of recent recommendations](#) from the Faculty Committee on NYU's Global Network, I wanted to provide you with an update on this topic.

As I have previously stated, including in my response to the faculty committee last month, I strongly believe that academic freedom and the free movement of people and ideas – within NYU's global network and beyond – are, as the committee states, key to our goals of “international scholarly collaboration, learning, and advancement of knowledge.”

And while there has been much speculation about why our two faculty members were denied entry to the UAE, we simply don't know. However, as I have said previously, it is unimaginable to me that either would pose a security risk based upon their writing and scholarship.

While we obviously do not control the borders of any country in which we operate, we do control our internal mobility processes and communications concerning immigration challenges when they arise. In these two cases, we were deficient in our communications to the individuals involved, and I regret that this exacerbated an already difficult situation. I am consequently committed to immediately improving how we deal with future cases.

In keeping with the committee's recommendations regarding mobility at NYU, I am laying out broad changes to our processes concerning visas and mobility. They will go into effect immediately.

In the future, if a faculty member's visa application is denied, the provost of the faculty member's home campus will be immediately notified of the situation; they will then, in turn, immediately contact the faculty member. In the event that a faculty member learns of a denial directly from a consulate or embassy, they should immediately inform their provost. It is important to remember that in many cases, visas that initially are either denied or delayed are ultimately successful, but we should make sure that faculty are informed of flags at the earliest possible moment. The provost will also connect the faculty member to Josh Taylor, Associate Vice Chancellor, Global Programs and Mobility Services, who has recently taken on supervision of the Office of Global Services, which handles student and scholar mobility in New York. Josh will become a day-to-day point of contact for the faculty member as his or her visa application continues to work its way through the system.

In addition, Josh will inform the chairs of the Faculty Committee on NYU's Global Network, as well as the faculty member's departmental chair or dean, of any postponements or cancellations

of any NYU faculty member's plans to travel to another NYU campus or site in the network. The chairs may share these updates as necessary, though will of course respect an affected faculty member's rights to confidentiality. I am also asking Josh to increase collaboration between the Office of Global Services and teams working on mobility-related efforts in Abu Dhabi and Shanghai, including those involving students and administrators, so that all members of the NYU community can be kept fully informed about any potential challenges to mobility across our global network.

It is the university's policy to escalate any denials of faculty visas through relevant parties. In the US, this typically means through the offices of our members of Congress, and in Abu Dhabi, Shanghai, and other countries that host NYU campuses and centers, through appropriate governmental and quasi-governmental entities. If, for any reason, an individual prefers at any stage of the process that we not continue to pursue their visa, we will of course respect those wishes.

As part of our efforts to improve our mobility process throughout the global network, we will also immediately begin implementing a number of other recommendations from the Faculty Committee on NYU's Global Network, including: Posting clear procedures and timelines for visa applications and travel to each of the three portal campuses and our global academic centers, providing clear points of contact for any mobility-related questions, developing a mechanism for providing updates about mobility issues, and providing greater detail about denials and other challenges in the University's Global Mobility Reports (without violating privacy). Josh, in consultation with the committee and with leadership in New York, Abu Dhabi, and Shanghai, as well as at our global academic centers, will work on these, and other topics that may arise, including exploring the feasibility of alternative means for a faculty member to teach his or her course remotely, if that is of interest to the faculty member in question.

I chose to come to NYU in large part because of its bold global vision and presence. There have been and will be challenges. But I remain firm in my conviction that the global course NYU has set for itself is positive, beneficial, and distinctive, and that it offers our students and faculty unique academic opportunities. I am convinced, as well, that with input and consultation from faculty, we can ensure that as global efforts continue to mature and develop, they will do so in a way which reflect our highest institutional and academic values.

Sincerely,

Andrew Hamilton