



Multi-State Workforce Survey Results

By Jennifer Schneider and Diana Tubbs

April 2023

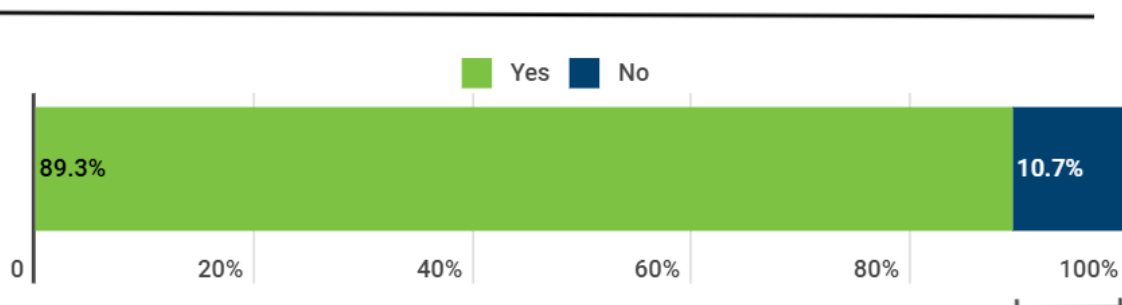
Introduction

In January 2023, CUPA-HR asked higher ed institutions for information about the employment of faculty and staff who live and work out of state (defined as a state different from where their institution's primary campus is located). A total of 331 institutions from almost every state in the U.S. shared their policies and practices. About half of the participating institutions were public (49%) and about half were private (51%). Overall results are presented graphically below with notable differences between public and private institutions called out under selected graphics.

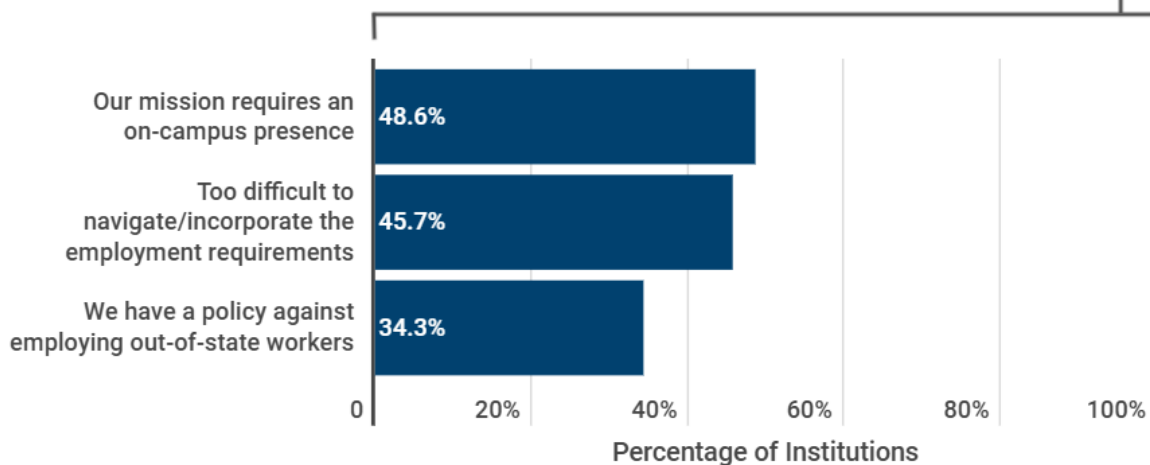
Presence of a Multi-State Workforce

2023 Multi-State Workforce Survey

Does your institution have employees (faculty or staff) who both live and work in more than one state?



Why does your institution not employ out-of-state faculty or staff? (Select all that apply.)

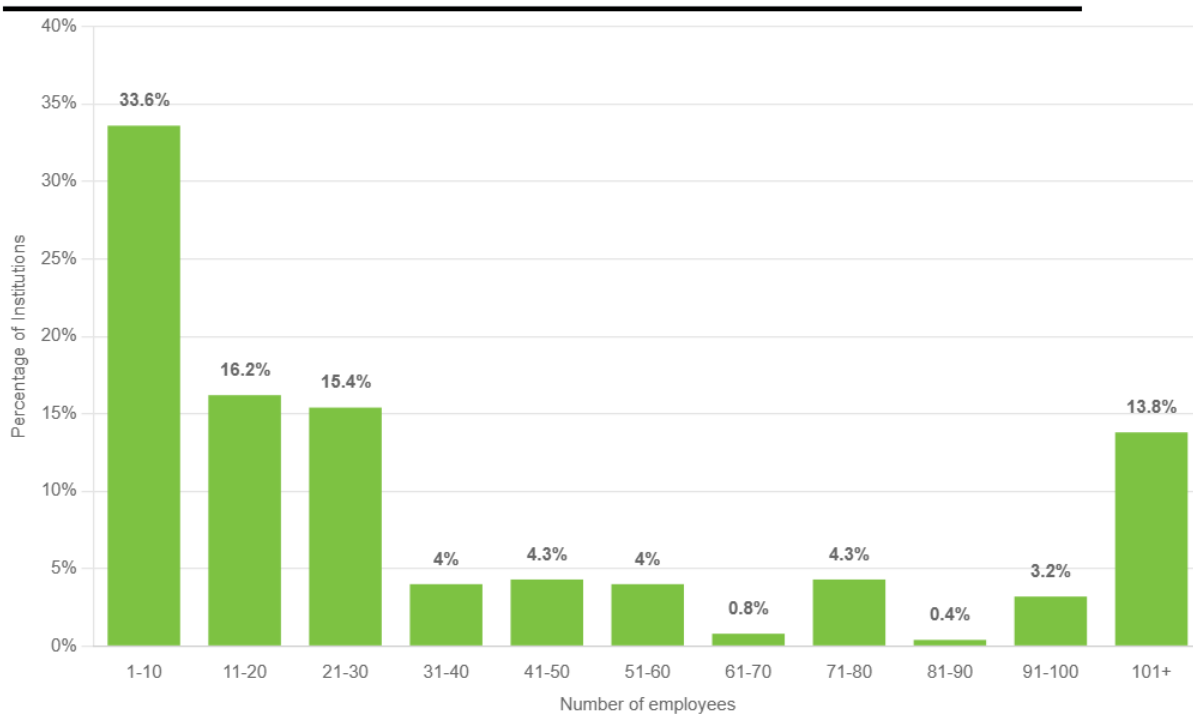


- More private institutions indicated they employ out-of-state faculty or staff (92%) when compared to public institutions (84%).
- Of the institutions indicating they do not have out-of-state employees, 37% do not plan to revisit their stance on out-of-state employment.
- Only those institutions responding “yes” to having out-of-state employees continued with the rest of the survey.

Number of Multi-State Employees

2023 Multi-State Workforce Survey

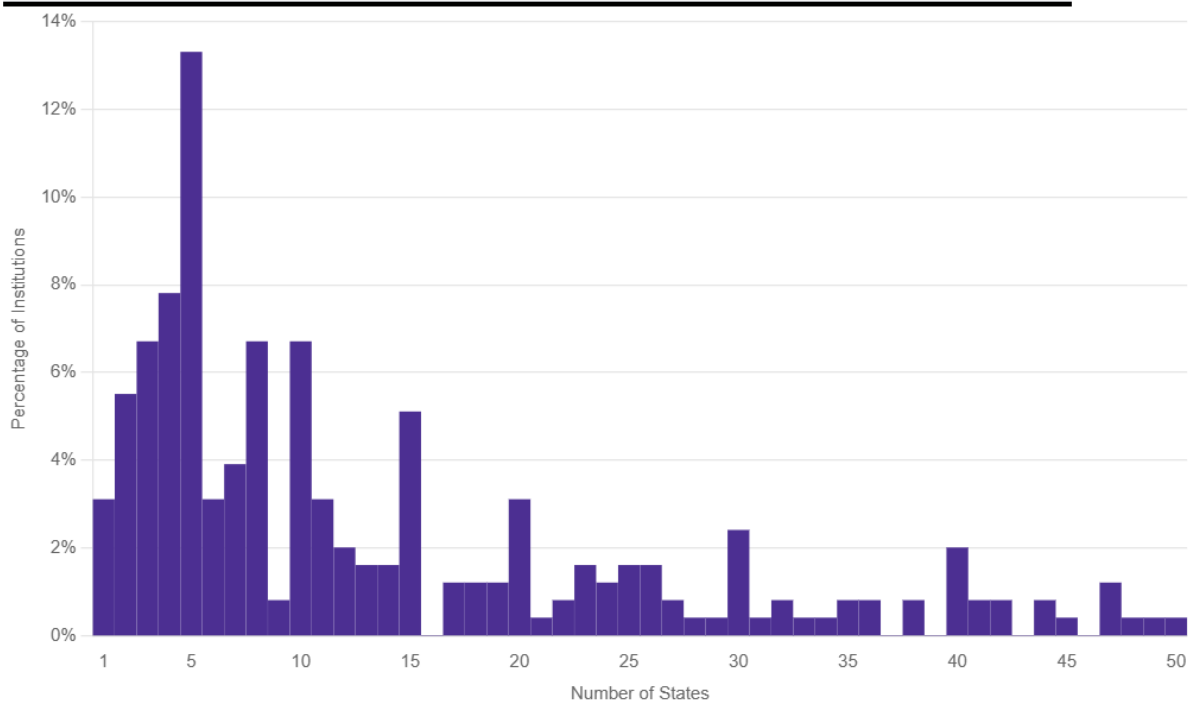
Approximately how many employees at your institution live and work outside of the state in which your primary campus is located?



Number of States Employees Are Based In

2023 Multi-State Workforce Survey

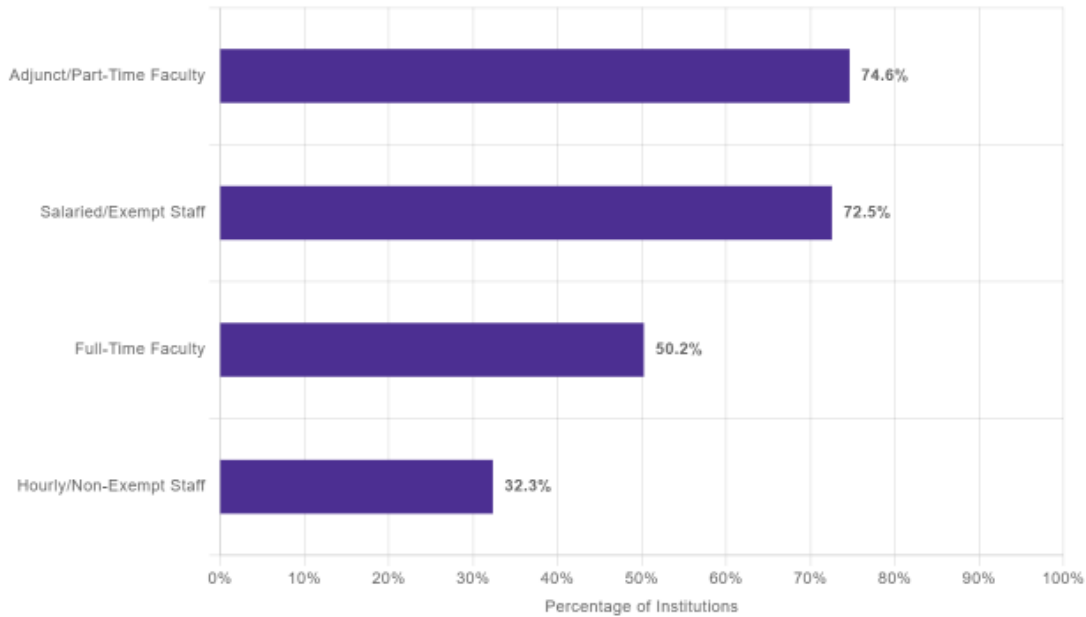
In how many states does your institution employ workers who live and work outside of the state in which your primary campus is located?



Type of Employees

2023 Multi-State Workforce Survey

Which types of employees live and work out of state? (Select all that apply.)

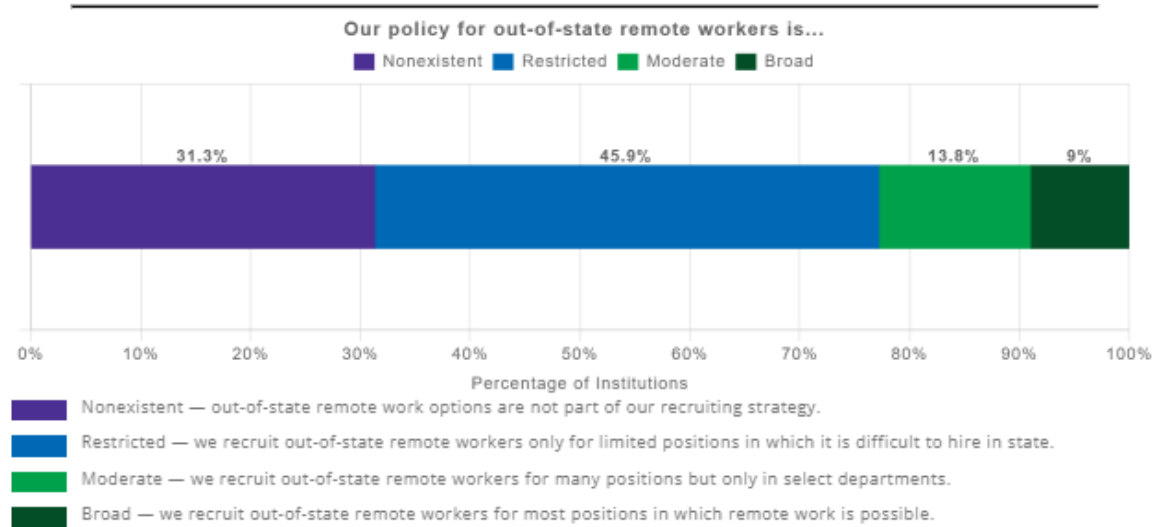


- More private institutions indicated they employ out-of-state salaried/exempt staff (77%) than do public institutions (68%). However, fewer private institutions employ out-of-state faculty (45%) than do public institutions (56%).

Recruiting and Hiring a Multi-State Workforce

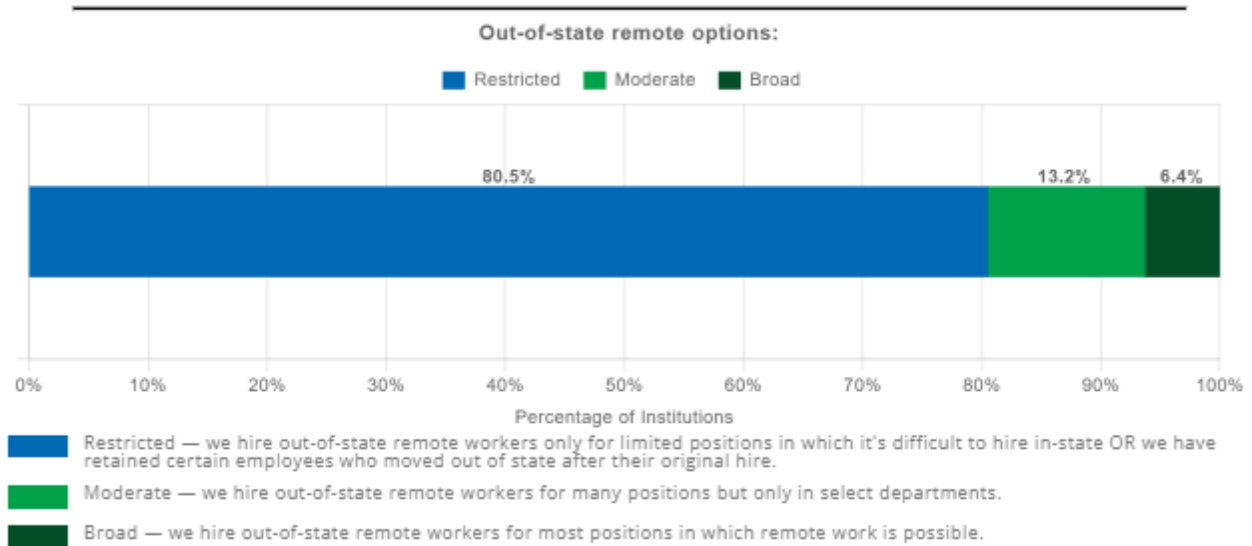
2023 Multi-State Workforce Survey

Which best describes your institution's policy/practice in recruiting employees who live and work out of state?



- Public institutions were more likely to describe their institution's recruiting policies as *nonexistent* or *restricted* (85%) compared to private institutions (71%).

Which best describes your institution's policy/practice in hiring employees who live and work out of state?

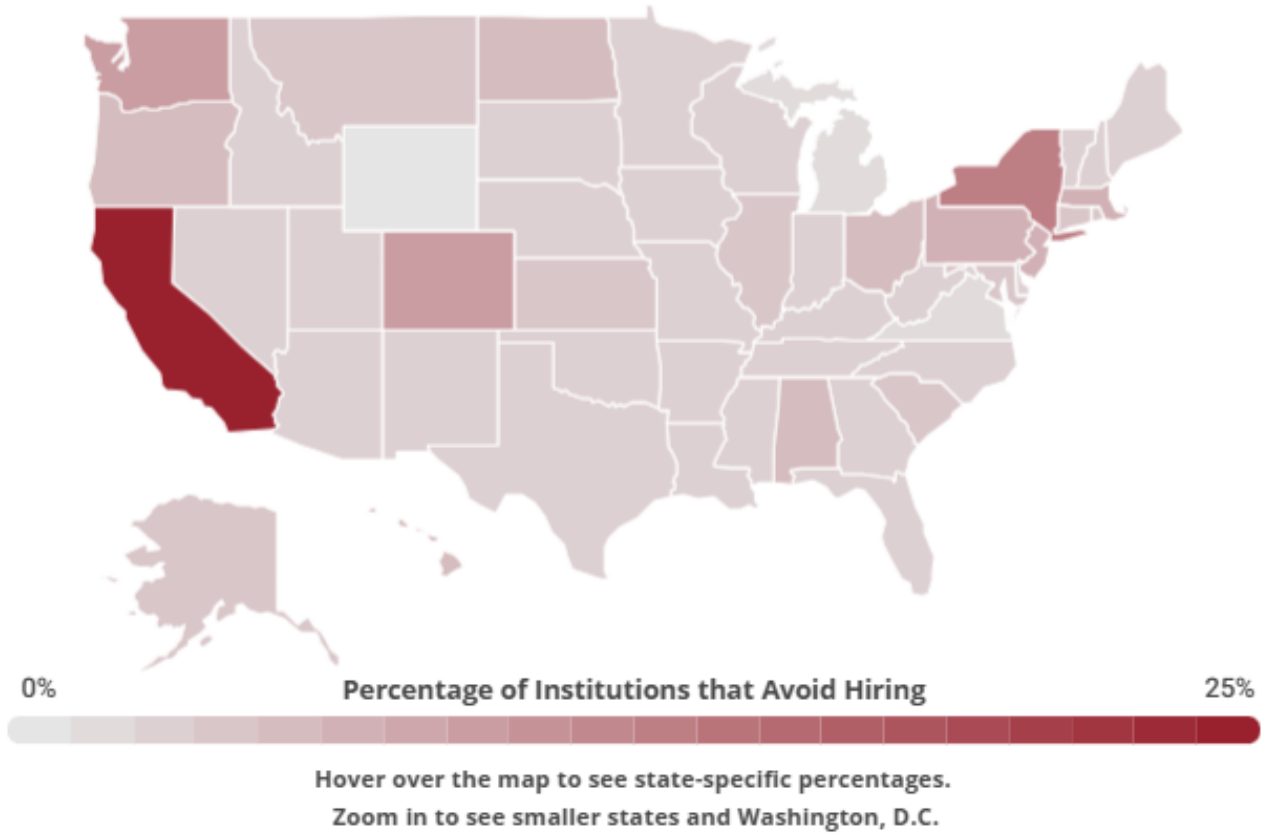


- Private institutions were more likely to describe their institution's hiring policies as *broad* or *moderate* (26%) compared to public institutions (12%).
- Over one-third (33.8%) of institutions avoid hiring out-of-state employees from certain states. Those that avoid hiring from certain states were asked to identify those states.

States Where Institutions Avoid Hiring

2023 Multi-State Workforce Survey

Please indicate in which states your institution avoids hiring.



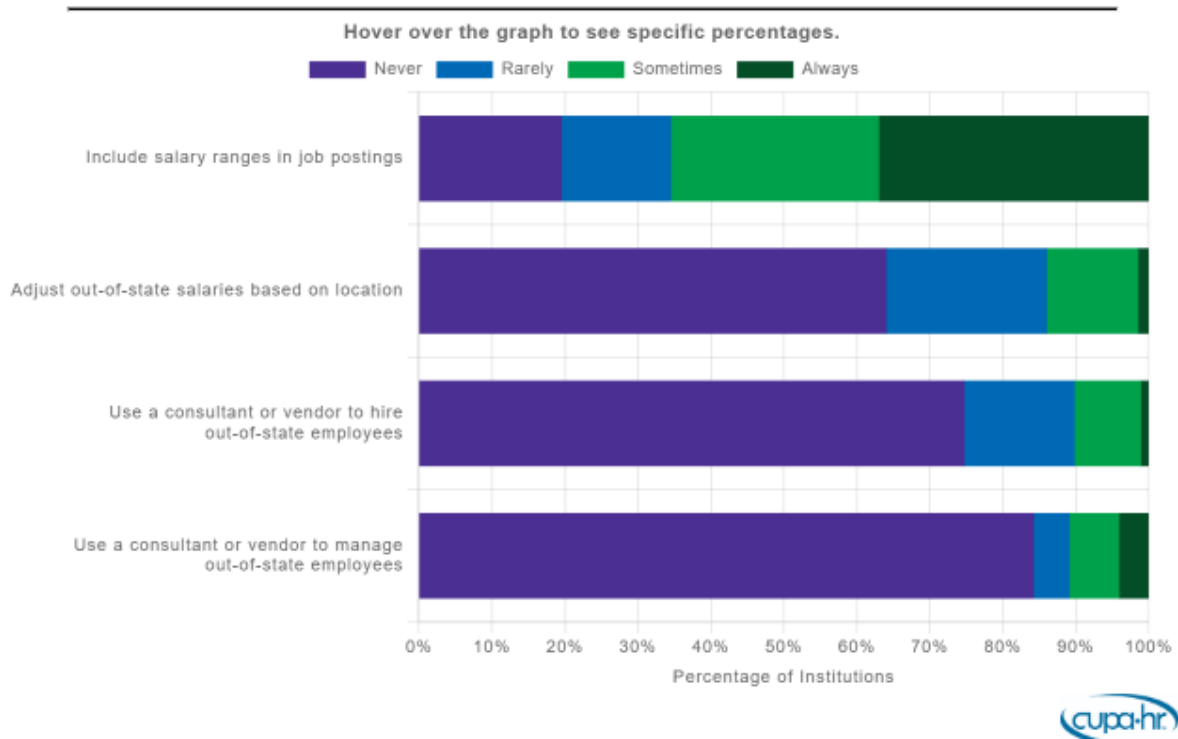
© College and University Professional Association for Human Resources



Frequency of Institutional Practices

2023 Multi-State Workforce Survey

How often does your institution...?

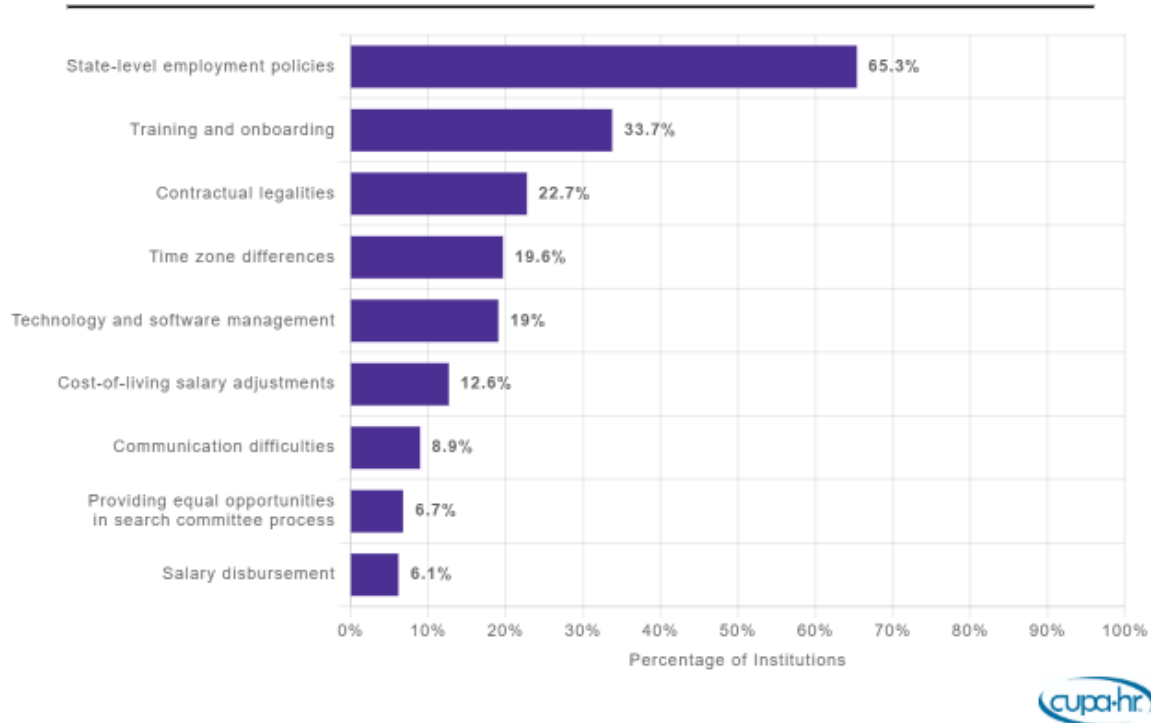


- Public institutions more often indicated they *always* or *sometimes* include salary ranges in job postings (89%) compared to private institutions (45%).

Multi-State Workforce Challenges

2023 Multi-State Workforce Survey

What are some of the challenges your institution faces when hiring employees who live and work out of state? (Select all that apply.)

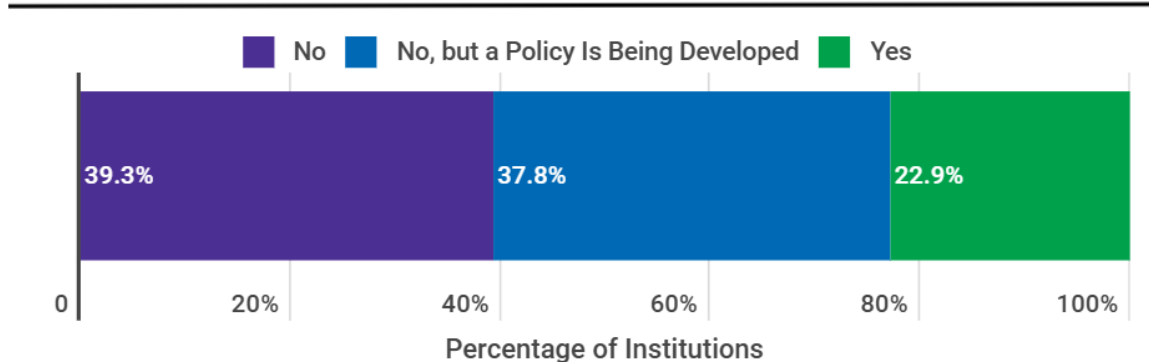


- Additional challenges institutions specified in a write-in included benefits, payroll processes, taxes, and workers' compensation.
- Private institutions more frequently cited state-level employment policies as an out-of-state employment challenge (80%) compared to public institutions (66%).

Multi-State Workforce Policy

2023 Multi-State Workforce Survey

Does your institution have a policy in place for employees who live and work out of state?



© College and University Professional Association for Human Resources



Additional Resources

For more information related to multi-state workforces, check out:

- [Flexible Work Toolkit](#)
- [The State of the Multi-State Workforce: Employment Practices and Challenges](#)
- [Multi-State Workforce Challenges: Legal and Practical Implications for Higher Education](#)

About the Authors:

Jennifer Schneider, Ph.D., is a senior survey researcher at CUPA-HR.

Diana Tubbs, Ph.D., is a senior survey researcher at CUPA-HR.

Graphics were created by Kate Roesch, data visualization developer at CUPA-HR.

Citation for This Report:

Schneider, Jennifer & Tubbs, Diana. (2023, April). *Multi-State Workforce Survey Results*. CUPA-HR. <https://www.cupahr.org/resource/multi-state-workforce-survey-results-april-2023/>