

# Michelle Allgood

*Assistant Professor | University of Wyoming*

## ACADEMIC APPOINTMENTS

### **Assistant Professor**

*University of Wyoming School of Politics, Public Affairs, and  
International Studies*

August 2025 – present

*Laramie, WY*

### **Assistant Professor**

*University of New Mexico School of Public Administration*

August 2023 – May 2025

*Albuquerque, NM*

## EDUCATION

### **Ph.D. in Public Policy and Administration**

*Arizona State University*

May 2023

*Phoenix, AZ*

- Dissertation: “Coping Resources for Public Employees: An Examination of Instrumental Leadership”

### **Master’s in Public Administration**

*Brigham Young University-Provo*

April 2016

*Provo, UT*

### **Bachelor of Arts in Political Science**

*Utah State University*

May 2012

*Logan, UT*

## RESEARCH

*Interests: Public Management, Workplace Coping and Stress, Social Equity (Disability Focused), Ethics in Public Administration, AI in Public Administration*

### Peer-reviewed Publications

1. **Allgood, M.** (accepted) Increasing Equitable Access in Public Service: A Descriptive Study about Accessible Materials. *Public Administration Review*.
2. **Allgood, M., & Frandell, A.** (2026). Shaping Pedagogy for the AI Generation: Active Learning Techniques and Theoretical Foundations for Public Service Education. *Journal of Public Affairs Education*.
3. **Allgood, M.** (2026). Unpacking Coping Mechanisms and Coping Resources: The Role of Instrumental Leadership in Reducing Employee Burnout. *State and Local Government Review*.
4. Frandell, A., and **Allgood, M.** (2026). ICTs and Accessibility Individuals with Disabilities: An Evaluation of Local Government Web Content. *Government Information Quarterly*.
5. **Allgood M.** and Musgrave, P. (2024) Leveraging ChatGPT in Public Sector Human Resource Management Education. *Journal of Public Affairs Education*.
6. **Allgood, M.,** and Frandell, A. (2023). State Health Departments and Organizational Learning: An Exploratory Analysis of Website Accessibility during COVID-19. *Information Polity*.
7. Stritch, J., Jensen, U., Swindell, D., **Allgood, M.,** and Fullerton, A. (2023). The Effect of Veteran Status And Job Candidate Assessments In U.S. Local Governments. *Review of Public Personnel Administration*.

8. Choi, S., **Allgood, M.**, and Swindell, D. (2022). Policymaking During COVID-19: State Interventions and the Factors Influencing Policy Implementation Success. *Public Performance & Management Review*.
9. **Allgood, M.**, Jensen, U., and Stritch, J. (2022). Work-life Conflict and Burnout amid COVID-19: Exploring the Buffering Roles of Instrumental Leadership and Social Support. *Review of Public Personnel Administration*.
10. Stritch, J., Jensen, U., and **Allgood, M.** (2022). Self-Determination Theory and Public Employee Motivation Research. In Stazyk, E. & Davis, R. (Eds.), *Handbook of Motivation Research in Public Administration* (57-70). Elgar.
11. **Allgood, M.** (2021). Increasing Equitable Access: Individuals with Disabilities and Participation in Electronic Public Administration Research. *Journal of Public and Nonprofit Affairs*, 7(3), 1-9.

### Invited Papers and Writing

1. Allgood, M. (2026). Understanding Invisible Identities. *Public Personnel Management: The Water Cooler*, 2026(1).

### Revise and Resubmit

1. **Allgood, M.** Examining the Impact of Instrumental Leadership on Employee Engagement.

### Under Review

1. Yu, S., and **Allgood, M.** Organizational Citizenship Behaviors as a Coping Strategy: How Street-Level Bureaucrats' Extra-Role Effort Shapes Administrative Burden and Policy Outcomes.
2. **Allgood, M.**, and Burley, H. Leadership for Social Change: Using Collaborative Pedagogy to Develop Co-Creation Competencies.
3. **Allgood, M.**, and Burley, H. Out of the Community: Updating Community Engaged Learning to Avoid Harm-Making
4. **Allgood M.**, Frandell, A., Kazemi, K., Nyesiga, S. Understanding Accessibility: A Large-N Null-Results Study of US Local Government Website Errors.
5. **Allgood M.**, Frandell, A., Kazemi, K., Nyesiga, S. Uncovering Accessibility: Analyzing Local Government Websites Through Machine Learning Techniques

### Working Papers/Projects

1. Frandell, A., and **Allgood, M.** Leadership Under Fire: Analyzing Political Leaders' Tactics in COVID-19 Briefings. (*in preparation for submission*)
2. **Allgood, M.** Coping Resources and Public Employee Well-Being. (*in preparation for submission*)
3. Frandell, A. and **Allgood, M.** Exploring the Efficacy of AI Training on Local Government Use of AI. (*data collection*)
4. Frandell, A. and **Allgood, M.** AI & Discretion in Public Organizations. (*data collection*)

5. **Allgood, M.** and Frandell, A. AI & Trustworthiness in Public Organizations. (*data collection*)
6. **Allgood, M.** Ethics and Peacemaking as an Accountability Tool. (*conceptual framework*)
7. **Allgood, M.** and Frandell, A. Ethics and Peacemaking as an Accountability Tool: A Policy Communication Case Study. (*conceptual framework*)

## PRESENTATIONS

### Conference Presentations

(\*presenter)

1. Stritch, J., **Allgood, M.**, Jensen, U. (2026). Organizational Resources to Reduce Stress in the Public Workforce. Paper accepted for presentation at 2026 Joint SECoPA–NECoPA Conference, Norfolk, VA.
2. Frandell, A., and **Allgood, M.\*** (2026). *Generative AI in Education: Transferable Training for Workforce Development*. Workshop presented for presentation at 2026 Teaching & Learning with AI Conference, Orlando, FL.
3. **Allgood, M.\*** and Frandell, A. (2026). *Ethics, Accountability, and the Role of Followers: Focusing on Peacemaking*. Paper accepted for presentation at 2026 Symposium: Elevating Ethics in the Public and Nonprofit Sector, Aspen Grove, UT.
4. Frandell, A., and **Allgood, M.** (2026). *Leadership Under Fire: Analyzing Political Leaders' Tactics in COVID-19 Briefings*. Paper accepted for presentation at 2026 Symposium: Elevating Ethics in the Public and Nonprofit Sector, Aspen Grove, UT.
5. Jensen, U., **Allgood, M.**, Rohner, D., Snell, A., and Antonakis, J. (2025). *Rallying around the (State) Flag? Charisma Signaling and Approval Ratings of U.S. Governors*. Abstract accepted for presentation at 2025 Public Management Research Conference, Seoul, Korea.
6. Frandell, A., and **Allgood, M.** (2025). *Leadership Under Fire: Analyzing Political Leaders' Tactics in COVID-19 Briefings*. Paper accepted for presentation at 2025 Public Management Research Conference, Seoul, Korea.
7. Frandell, A., and **Allgood, M.** (2025). *Critical Thinking with Generative AI: Strategies from the Classroom*. Workshop presented for presentation at 2025 Teaching & Learning with AI Conference, Orlando, FL.
8. **Allgood, M\*.,** and Frandell, A. (2025). *Uncovering Accessibility: Analyzing Local Government Websites Through Machine Learning Techniques*. Paper accepted for presentation at 2025 American Society for Public Administration Annual Conference, Washington D.C.
9. **Allgood, M\*.,** and Frandell, A. (2025). *Uncovering Accessibility: Analyzing Local Government Websites Through Machine Learning Techniques*. Abstract accepted for presentation at 2025 Western Public Administration Research Group, Las Vegas, NV.

10. Frandell A. and **Allgood, M.** (2025). *AI Pedagogy Applications for Practitioners*. Abstract accepted for presentation at 2025 Western Public Administration Research Group, Las Vegas, NV.
11. **Allgood, M.** (2024). *Increasing Equitable Access in Public Service: Examining MPA Alumni Knowledge Around Accessible Material Creation*. Paper accepted as poster presentation at 2024 Public Management Research Conference, Seattle, WA.
12. Frandell, A., and **Allgood, M.** (2024). *Leadership Under Fire: Analyzing Political Leaders' Tactics in COVID-19 Briefings*. Paper accepted for roundtable discussion at 2024 Public Management Research Conference, Seattle, WA.
13. Frandell, A., and **Allgood, M.** (2024). *Generating Accessible Local Government ICTS for Individuals with Disabilities*. Paper accepted for presentation at 2024 International Research Society for Public Management Conference, Tampere, Finland.
14. **Allgood, M.\***, and Frandell, A. (2024). *Generating Accessible Local Government ICTS for Individuals with Disabilities*. Paper accepted for presentation at 2024 American Society for Public Administration Annual Conference, Minneapolis, MN.
15. **Allgood M.** (2024). *Use of Accessible Materials by Public Servants*. Abstract accepted for presentation at 2024 Western Public Administration Research Group, Phoenix, AZ.
16. Stritch, J., Jensen, U., Swindell, D., **Allgood, M.**, and Fullerton, A. (2022). *The Effect of Veteran Status on Job Candidate Assessments in U.S. Local Governments*. Paper accepted for presentation at 2022 Academy of Management Conference, PNP section, Seattle, WA.
17. **Allgood, M.\***. *An Examination of Instrumental Leadership as a Coping Resource for Public Employees*. Abstract accepted for presentation at 2022 Academy of Management Conference, doctoral consortium, Seattle, WA.
18. **Allgood, M.\***, Singla, A., and Stritch, J. (2022). *Diversity at Any Cost? How Changes in Financial Resources Alter Human Resource Leaders' Perceptions of Diversity, Equity, and Inclusion Efforts*. Paper accepted for presentation at 2022 Public Management Research Conference, Phoenix, AZ.
19. **Allgood, M.\***, and Frandell, A. (2022). *ICTs and Accessibility Individuals with Disabilities: An Evaluation of Local Government Web Content*. Paper accepted for presentation at 2022 Public Management Research Conference, Phoenix, AZ.
20. **Allgood, M.\*** (2022). *Increasing Equitable Access: Individuals with Disabilities and Participation in Electronic Public Administration Research*. Presentation at 2022 National Partnership for Education Access, Virtual.
21. Choi, S., **Allgood, M.**, and Swindell, D. (2022). *Policymaking During COVID-19: State Interventions and the Factors Influencing Policy Implementation Success*. Paper accepted for presentation at Diel Wright Symposium. 2022 American Society for Public Administration Conference, Atlanta, GA.
22. **Allgood, M.\*** (2021). *Instrumental and Transformational Leadership: Effective Tools in Reducing Employee Psychological Strain During Times of Crisis?* Paper accepted for presentation at 2021 Public Management Research Conference, Virtual.

23. **Allgood, M.\***, Fullerton, A., Jensen, U., Stritch, J., and Swindell, D. (2021). *Veteran Hiring Preferences in U.S. Local Governments*. Paper accepted for presentation at 2021 American Society for Public Administration Conference, Virtual.
24. **Allgood, M.\*** (2021). Instrumental and Transformational Leadership: Effective Tools in Reducing Employee Psychological Strain During Times of Crisis? Presentation at 2021 Arizona State University Watts College Doctoral Research Conference, Virtual.
25. **Allgood, M.**, Jensen, U., and Stritch, J. (2020). Raising Expectations? The Effects of Transformational and Transactional Leadership Training on Followers' Perceptions of Leader Expectations. Paper accepted for presentation at 2020 Public Management Research Conference, Honolulu, HI. (Canceled due to COVID-19)

### **Invited Presentations**

- **Allgood M.** (2025). *Using Nectir in Public Service Education*. Featured presenter for Nectir.AI LinkedIn Webinar, Virtual.
- **Allgood M.** (2024). *AI and Public Service*. Featured panelist for Volcker Alliance NextGen Annual Student Retreat: Exploring the Intersectionality between STEM and Public Service, Albuquerque, NM.
- **Allgood M.** (Fall 2024, Fall 2025). *Burnout and Public Service*. Guest lecturer for Eastern Oregon University's PADM 554/POLS 354, Ask the Expert, Virtual.
- **Allgood M.** (2024). *Pedagogical Approaches to Public Service to Cultivate Future Leaders*. Presidential panel member at 2024 American Society for Public Administration Annual Conference, Minneapolis, MN.

## TEACHING EXPERIENCE

### University of Wyoming

#### ***Courses Taught***

##### *Master's of Public Administration*

- |                                                   |                                                                        |
|---------------------------------------------------|------------------------------------------------------------------------|
| • PBAD 5510: Public Policy and Program Management | Fall 2025 (in-person; Zoom); Fall 2026 (in-person hybrid; Zoom hybrid) |
| • PBAD 5400: Public Personnel Management          | Spring 2026 (Zoom)                                                     |
| • POLS 5420: Seminar on Leadership                | Spring 2026 (Zoom)                                                     |

#### ***Curriculum Development***

##### *Master's of Public Administration*

#### ***Asynchronous learning***

- |                                            |             |
|--------------------------------------------|-------------|
| • PADM 526: Diversity in the Public Sector | Summer 2024 |
| • PADM 525: Human Resource Management      | Summer 2024 |
| • PADM 590: AI in Public Service           | Summer 2024 |

#### ***Hybrid Learning***

- |                                          |             |
|------------------------------------------|-------------|
| • PBAD 5400: Public Personnel Management | Spring 2026 |
|------------------------------------------|-------------|

#### ***In-person and online synchronous learning***

- |                                                   |             |
|---------------------------------------------------|-------------|
| • PBAD 5400: Public Personnel Management          | Fall 2025   |
| • POLS 5420: Seminar in Leadership                | Fall 2025   |
| • PBAD 5510: Public Policy and Program Management | Summer 2025 |
| • PBAD 5460: Public Administration and Law        | Summer 2026 |
| • POLS 2410: Intro to Public Administration       | Summer 2026 |

## University of New Mexico

### **Courses Taught**

#### *Master's of Public Administration*

- |                                            |                                                                  |
|--------------------------------------------|------------------------------------------------------------------|
| • PADM 525: Human Resource Management      | Fall 2023 (hybrid);<br>Spring 2024 (Zoom);<br>Spring 2025 (Zoom) |
| • PADM 526: Diversity in the Public Sector | Spring 2025 (online)                                             |
| • PADM 590: AI and Public Service          | Fall 2024 (Zoom)                                                 |

#### *Undergraduate Public Service Minor*

- |                                                  |                                                 |
|--------------------------------------------------|-------------------------------------------------|
| • PADM 2110: Public Leadership for Social Change | Fall 2023 (in-person);<br>Fall 2024 (in-person) |
|--------------------------------------------------|-------------------------------------------------|

### **Curriculum Development**

#### *Master's of Public Administration*

##### **Asynchronous learning**

- |                                            |             |
|--------------------------------------------|-------------|
| • PADM 526: Diversity in the Public Sector | Summer 2024 |
| • PADM 525: Human Resource Management      | Summer 2024 |
| • PADM 590: AI in Public Service           | Summer 2024 |

##### **Hybrid Learning**

- |                                          |             |
|------------------------------------------|-------------|
| • PBAD 5400: Public Personnel Management | Spring 2026 |
|------------------------------------------|-------------|

##### **In-person and online synchronous learning**

- |                                                  |             |
|--------------------------------------------------|-------------|
| • PADM 2110: Public Leadership for Social Change | Fall 2025   |
| • PADM 525: Human Resource Management            | Fall 2025   |
| • PADM 590: AI in Public Service                 | Summer 2025 |
|                                                  | Summer 2023 |
|                                                  | Summer 2023 |
|                                                  | Summer 2024 |

### **Supervision and Advisement**

#### *Master's of Public Administration*

##### **Master's Thesis and Directed Projects**

- |                                                                                                                                  |                                                                |
|----------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------|
| • Reindolf Gyan, School of Politics, Public Affairs, and International Studies, University of Wyoming, Paper, 2026 paper advisor | Paper Advisor, Fall 2026                                       |
| • Elaine Suazo Miller, Through a Pueblo Lens: Sovereignty, Ethics, and Research in Tribal Communities, UNM SPA Thesis            | Advisor, 2024-2025;<br>External Committee<br>Member, Fall 2025 |
| • Ian Martinez, Charting a Course for Success: Strategic Management in Nonprofit Organizations                                   | Professional Paper Project<br>Advisor, 2024- 2025              |

### ***Supervision and Advisement***

#### ***Master's of Public Administration***

- Ernesto Padilla, The Use of Technology In Policing: How Police Body Cameras Affect The Use Of Force And Officer Accountability, UNM SPA Professional Paper (MPA Capstone)

Committee Member, Fall  
2023

## **Arizona State University**

### ***Courses Taught***

#### ***Undergraduate Public Affairs and Public Policy Program***

- PAF 311: Leadership and Change

Summer 2022 (online);  
Fall 2022 (in-person);  
Spring 2023 (in-person);  
Spring 2023 (online)

## **Earlham College**

### ***Courses Taught***

#### ***Bonner Scholars Program***

- CIL 225: Bonner Scholars Program Seminar
- CIL 224: Bonner Scholars Program First-Year Seminar

Fall 2017 (in-person);  
Spring 2018 (in-person);  
Fall 2018 (in-person)

Fall 2017 (in-person); Fall  
2018 (in-person)

### ***Curriculum Development***

#### ***Bonner Scholars Program***

#### ***In-person learning***

- CIL 224: Bonner Scholars Program First-Year Seminar
- CIL 225: Bonner Scholars Program Seminar

Summer 2017  
Summer 2017 (revisions)

## PROFESSIONAL AFFILIATIONS AND SERVICE

### *Board Membership and Other Service*

|                                                          |                                                                              |
|----------------------------------------------------------|------------------------------------------------------------------------------|
| Public Personnel Management Editorial Board              | Board Member, 2024-present<br>Best Article of 2025<br>Committee Member, 2026 |
| ASPA Section: Section on Public Affairs Education (SPAЕ) | Secretary, 2026-present                                                      |
| ASPA Section: Women in Public Administration (SWPA)      | Vice Chair, 2025-2026<br>Board Member, 2024-2027                             |
| Utah State University Honors Mentorship Program          | Mentor, 2019-present                                                         |

### *Reviewer*

|                                                          |              |
|----------------------------------------------------------|--------------|
| State and Local Government Review                        | 2026-present |
| Public Management Review                                 | 2025-present |
| Public Administration Quarterly                          | 2025-present |
| Public Administration Quarterly                          | 2025-present |
| International Journal of Public Administration           | 2024-present |
| Journal for Public Affairs Education                     | 2024-present |
| Public Personnel Management                              | 2024-present |
| Public Administration Review                             | 2023-present |
| AOM Teaching and Learning (TLC) (Annual Meeting)         | 2023-present |
| Journal of Behavioral Public Administration              | 2023-present |
| Journal of Public and Nonprofit Affairs                  | 2023-present |
| Journal of Public Administration Research and Theory     | 2022-present |
| Review of Public Personnel Administration                | 2021-present |
| AOM Public and Nonprofit (PNP) Division (Annual Meeting) | 2020-present |
| ASU Graduate Program and Student Association Awards      | 2019-2021    |

### *Membership*

Academic Women in Public Administration (AWPA)  
 ASPA Section: Women in Public Administration (SWPA)  
 ASPA Section: Section on Public Affairs Education (SPAЕ)  
 Public Management Research Association (PMRA)

### *Community Service*

|                                                                                        |                           |
|----------------------------------------------------------------------------------------|---------------------------|
| Hyrum City (Utah): Technology Use and AI Policy                                        | Consultant (2026-present) |
| Department of Business and Industry (State of Nevada):<br>Technology Use and AI Policy | Consultant (2025-present) |

## UNIVERSITY SERVICE

### University of Wyoming

*School of Politics, Public Affairs, and International Studies*

MPA Alumni Engagement Committee

2025-present

MPA Standing Committee

2025-present

### University of New Mexico

*University-level*

Community of Practice: ChatGPT

Summer 2024

*School of Public Administration*

Public Service Undergraduate Minor Committee

2023-2025

MPA Standing Committee

2023-2025

Minor in Public Service Faculty Advisor

Fall 2024

NextGen Service Fellows Faculty Advisor

Fall 2024

## ADVISING AND MENTORING

*Graduate Research, Mentoring, and Teaching*

*Graduation Date*

Reindolf Gyan (*University of Wyoming; MPA*)

Spring 2027 (anticipated)

Elaine Suazo-Miller (*University of New Mexico; MPA*)

Fall 2025

Ian Widrick Martinez (*University of New Mexico; MPA*)

Fall 2025

Sylvia Desire Nyesiga (*University of Nevada-Las Vegas; Ph.D.*)

Spring 2027 (anticipated)

Kiarash Kazemi (*University of Nevada-Las Vegas; Ph.D.*)

Spring 2028 (anticipated)

*Undergraduate Research, Mentoring, and Teaching*

*Graduation Date*

Julia Suess (*Utah State University*)

Spring 2024

Sophie Christensen (*Utah State University*)

Spring 2025

Ellie Miller (*Utah State University*)

Spring 2026

Harley Franson (*Utah State University*)

Spring 2026

Grace Wheeler (*Utah State University*)

Spring 2027 (anticipated)

Sophie Di Regolo (*Utah State University*)

Spring 2030 (anticipated)

## OTHER EXPERIENCE

|                                                                                                                    |                                  |
|--------------------------------------------------------------------------------------------------------------------|----------------------------------|
| <b>Project Manager</b><br><i>Arizona State University</i>                                                          | 2019-2021<br><i>Phoenix, AZ</i>  |
| <b>Continuous Learning and Improvement Coordinator</b><br><i>Education Pioneers Impact Fellowship: ImpactTulsa</i> | 2018-2019<br><i>Tulsa, OK</i>    |
| <b>Bonner Scholars Program Coordinator</b><br><i>Earlham College</i>                                               | 2017-2019<br><i>Richmond, IN</i> |
| <b>Editor</b><br><i>Hope4Utah</i>                                                                                  | 2015-2017<br><i>Provo, UT</i>    |
| <b>Graduate Intern</b><br><i>Brigham Young Center for Service and Learning</i>                                     | 2015<br><i>Provo, UT</i>         |
| <b>AmeriCorps VISTA</b><br><i>Utah State University Val R. Christensen Service Center</i>                          | 2013-2014<br><i>Logan, UT</i>    |
| <b>Documentation Coordinator</b><br><i>Instructure, Inc.</i>                                                       | 2012<br><i>Sandy, UT</i>         |

## FUNDING AND RECOGNITION

|                                                                                  |             |
|----------------------------------------------------------------------------------|-------------|
| University of Wyoming A&S Faculty Research and Creative Activity Award (\$6,000) | 2026        |
| International Journal of Public Administration Best Reviewer                     | 2025        |
| UNM Golden Paw Course Certification                                              | Spring 2025 |
| UNM Center for Teaching and Learning Educational Equity Mini-Fellowship          | Spring 2025 |
| UNM Student Experience Project Faculty Fellow                                    | Fall 2024   |
| ASPA Founder's Fellow                                                            | 2024-2025   |
| UNM NextGen Faculty Fellow                                                       | Fall 2024   |
| AOM PNP Division Top Reviewer (Annual Meeting)                                   | 2022, 2023  |
| ASU Graduate and Professional Students Association Outstanding Research Award    | Spring 2023 |
| ASU Graduate and Professional Students Association Teaching Excellence Award     | Fall 2022   |
| Utah State University Val R. Christensen Robins Award                            | May 2012    |

## LICENSES/CERTIFICATIONS

|                                |                     |
|--------------------------------|---------------------|
| CITI (Human Subjects Research) | Expires August 2026 |
|--------------------------------|---------------------|