

LJUBINKA ANDONOSKAEmail: landonoska@utep.edu**ACADEMIC WORK**

Associate Professor of Public Administration, Department of Political Science and Public Administration, College of Liberal Arts, University of Texas at El Paso-UTEP, (Fall 2024-)

Assistant Professor of Public Administration, Department of Political Science and Public Administration, College of Liberal Arts, University of Texas at El Paso-UTEP, (Fall 2015-Spring 2024)

Research Assistant Professor, MPA Program, College of Liberal Arts, University of Texas at El Paso-UTEP, (Fall 2013-Spring 2015)

Faculty Associate, School of Public Affairs, Arizona State University (ASU), (Summer 2010-13)

Graduate Teaching Assistant, ASU, (Fall 2009-Spring 2010)

Graduate Research Associate/ Assistant, ASU, (Spring 2006-Spring 2010)

Senior Budget Analyst: April 2004–December 2005, **Budget Analyst**: July 2000-April 2004, Budget Department, Ministry of Finance (MoF), Republic of Macedonia

EDUCATION

PhD in Public Administration and Policy, ASU, August 2013

MPA, ASU, 2007.

Bachelor of Economics, Faculty of Economics, Ss. Cyril and Methodius, Skopje, RM, 2000.

PROFESSIONAL EXPERIENCE

Senior Budget Analyst: April 2004–Dec.2005,

Budget Analyst: July 2000-March 2004,

Budget Department, MoF, RM

Prepared Budget Proposals for several government agencies, managed the preparation of the Government Strategic Fiscal Policy, prepared documents and official ministerial opinions for government sessions, collaborated and coordinated budget reforms activities among multiple government agencies and with external consultants and international organizations.

Selected intra-governmental and internationally collaborated projects:

Project Manager: Budget Transparency Project and Introduction of New Expenditure classification, 2005. The US Treasury and the MoF, Government of RM.

MoF Representative: ROSC Mission, [Report on the Observance of Standards and Codes]. May 2005. A project supported and implemented by the IMF and the MoF.

MoF representative: 2002, Divestment of non-core government activities. The World Bank and the MoF.

PUBLICATIONS (PEER REVIEW)

- Andonoska, L.** & Alda, E. (2024). Exploring budget underspending: Budget slack and budget absorption problems in recently decentralized Macedonian municipalities. *International Journal of Public Administration*. Online first.
<https://doi.org/10.1080/01900692.2024.2421204> (2021 Scopus: 3.0; SJR: 0.74).
- Alda, E., & **Andonoska, L.** (2024). Police Productivity Paradox: Improvements amidst Staffing Shortages. *Empirical Economics Letters*. Online first.
- Andonoska, L.** & Hu, D. X. (forthcoming). State Fiscal Policies and Financial Condition: A Panel Data Analysis of U.S. State Tax and Expenditure Limits and Rainy-Day Funds (2003-2018). *Public Finance and Management*.
- Xu, D. X. & **Andonoska, L.** (forthcoming) "Evaluating Fiscal Health in The U.S.: A New Model and Its Application. *Public Administration Quarterly* (2023 SJR 0.38).
- Andonoska, L.**, & Hu, D. X. (2023). Political budget cycle and pension funding in the U.S. States. *Public Money & Management*. <https://doi.org/10.1080/09540962.2023.2250090> Online first. (2022 Scopus: 4.4; SJR 0.667).
- Alda, E. & **Andonoska, L.** (2023) Doing more with less? Assessing the cost efficiency of US local police organizations. *Applied Economic Letters*.
<https://doi.org/10.1080/13504851.2023.2208325> (2021 Scopus: 1.8; SJR: 0.4)
- Andonoska, L.** (2022). Pre-electoral fiscal policies and opportunistic spending: The case of the recently decentralized Macedonian local governments. *East European Politics*.
<https://doi.org/10.1080/21599165.2022.2122043> . (2022 Scopus: 4.4; SJR: 0.87)
- Alda, E., & **Andonoska, L.** (2022). Variation in efficiency spending: The effects of exogenous factors on municipal efficiency in a recently decentralized country. *Applied Economic Letters*. First online published: <https://doi.org/10.1080/13504851.2022.2061704> (2021 Scopus: 1.8; SJR: 0.4)
- Andonoska, L.** (2022). The good, the bad, and the potential for improvement: Fiscal decentralization in the Macedonian local governments. *Occasional Paper Series*, 4 (1): 5-12.
- Andonoska, L.** & Alda, E. (2020). Measuring municipal spending efficiency: Evidence from Macedonia's decentralization reforms. *Public Finance and Management*, 19(4): 237-269. (#16)
- Andonoska, L.** (2019). Phase Three Empowerment Zones: The Case of Tucson. *Journal of Public Affairs*, 19 (4): e1958. First online: <https://doi.org/10.1002/pa.1958> (2022 Scopus 2.6; SJR: 0.56)
- Terry, D. II. L. & **Andonoska, L.** (2015). (Supra)national Leadership and Institutional Reform in European Union Integration: The Case of Montenegro. *Journal of Leadership and Management*, 3: 39-52.
- Denhardt, J. V., Terry, II. L., Ramirez, E., & **Andonoska, L.** (2009). Barriers to Citizen Engagement in Developing Countries. *International Journal of Public Administration*, 32 (14): 1268-1288. (2021 Scopus: 3.1; SJR: 0.586)
- Andonoska, L.** (2009). Impediments to Citizen Participation in Government Affairs in Post-Communist Countries. *Perspectives in Public Administration*, 6: 69-89. (Student and peer review).

Denhardt, R. B., Warnicke, M., & **Andonoska, L.** (2009). An Overview of Organization Theory and Behavior. *Public Administration Review. Special Issue: The Foundations of Public Administration Series: Organization Theory and Behavior* (invited and peer-reviewed article). (2021 Scopus: 8.8; SJR: 2.79).

Book Chapters

Andonoska, L. (2022). Leading and Resisting Change in Public Organizations: Leaders' Perspective. In *Leadership and Change: Thorough Lenses of Social Justice, Ethics, and Community Engagement* by Mari Ysela Noopila and Areli Chacon Silva.

Terry, D. II. L. & **Andonoska, L.** (2020/2016). (Supra)National Leadership and Institutional Reform in European Union Integration: The Case of Montenegro. In Szpaderski, A and Neck, C. P. *Leadership and Management: Emerging, Contemporary, and Unorthodox Perspectives*, HPL Publications.

Denhardt, R. B., **Andonoska, L.**, & Bentley, M. (2016). An Overview of Organization Theory and Behavior, in Raadschelders, J. C. & Stillman, R. *Foundation of Public Administration*. Melvin & Leigh, Publishers.

Editorial

Andonoska, L. (2019). Fiscal Decentralization to Local Governments. *PA Times*.

Andonoska, L. (2018). Brief Overview of the Process of Fiscal Decentralization in Macedonia. *International Dialogue: East-West* (Law and Political Science), V (2): 151-156 (conference proceedings).

Under review

Andonoska, L. & Hu, D.X. Assessing the Impact of Tax and Expenditure Limitations on the U.S. State's Debt and Pension Solvency: A Dynamic Model. (revisions submitted) (2021 Scopus 2.37; SJR 1.24).

Alda, E. & **Andonoska, L.** Policing the Process: A Relational Network DEA Approach to Law Enforcement Efficiency.

Andonoska, L. & Alda, E. Elections, opportunistic policies, and strategic use of decentralized local budgets in Macedonia. (2023 SJR 0.38)

In Progress

Andonoska, L. Determinants of State Credit Rating in the U.S. States: How fiscal condition and restrictive fiscal policies affect U.S. States' credit rating.

Andonoska, L. Measuring municipal budget performance in a transitional country: The case of Macedonian municipalities.

Alda, E. & **Andonoska, L.** Breaking the Blue Ceiling: The Contribution of Gender Diversity to Police Productivity in the US

Andonoska, L. Fiscal decentralization reforms and local government autonomy: How changes in revenue composition tell a different story in recently decentralized Macedonian local governments.

Other publications

- Andonoska, L. (2005). Educational Manual for the Budget Procedures in the MoF, RM.
Andonoska, L. (2002). The Process of Introducing Program Budgeting in Republic of Macedonia. *Ministry of Finance Bulletin*: 96-100.

CONFERENCES & INVITED LECTURES

- The State of the U.S. States—How COVID and Federal Rescue Funds Affected States' Expenditure Composition. ABFM, September 26-28, 2024; Cleveland, OH
- Embedding Sustainability in Professional Education and Training. NASPAA 2024 Conference Oct. 23-25. Washington, DC
- Gender Responsive Budgeting in the U.S. states: Survey of state budgets. ABFM, October 26-28, Denver, Colorado, 2023.
- Implementation of Lean Six Sigma in local government: The case of El Paso. Presented at the 2023 ASPA conference, March 20-24, 2023 (online).
- Measuring municipal budget performance in a transitional country: The case of Macedonian municipalities. Presented at the 2023 WSSA Conference, April 12-15, 2023, Tempe, AZ.
- Financial Condition and Credit Ratings of the US State Governments During the Great Recession (with Xu Daniel). Presented at the 2023 WSSA Conference, April 12-15, 2023, Tempe, AZ.
- Budget Slacks or Budget Absorption Problems? Budget Surpluses in Recently Decentralized Macedonian Municipalities. Paper presented at the ABFM 34th Annual Conference, Miami, Fl., September 22-24, 2022.
- The Effect of Tax and Expenditure Limits (TELS) on State Pension and Other Post-Employment Benefits (OPEB) Funding: An Longitudinal Analysis of the U.S. States (with Daniel Xu). Paper presented at the ABFM 34th Annual Conference, Miami, Fl., September 22-24, 2022.
- Tax and Expenditure Limits and Borrowing Cost: An Analysis of U.S. State Government. (with Hu, D., Xu, 2022 ASPA conference, Jacksonville, Florida, March 18-22, 2022.
- Gender Responsive Budgeting: The Economic and Health Impact of Medicaid Expansion in the United States (with Hu, D., Xu, 2022 ASPA conference, Jacksonville, Florida, March 18-22, 2022).
- How Fiscal Stringency Influences Financial Condition? A Panel Data Analysis of U.S. State Tax and Expenditure Limits (2003-2018) (with Hu, D. Xu). Presented at the ABFM 33rd Annual Conference, Washington D.C., September 30-October 2, 2021).
- Fiscal Policies, Financial Condition and Credit Rating: An Analysis of U.S. State Governments (with Hu, D., Xu). Presented at the ASPA's online conference, April 9-15, 2021.
- Panel analysis of financial condition in large US cities. PMRC, Public Management Research Conference—Hawaii 2020 June 24-27th (conference cancelled with no online option).
- Revenue Diversity, Fiscal Reserve, and Budget Stabilization in Times of Crises: Evidence from the U.S. States. (with Hu, D. Xu). Planned to be presented 32nd

- ABFM Annual Research Conference, September 24-26th, Hyatt Hotel Regency, Miami Florida (conference cancelled with no online option).
- Using non-parametric models to measure efficiency: Measuring city spending efficiency in large U.S. cities. (with Alda, E.). To be presented at the 50th Urban Affairs Association Annual Meeting, Washington, D.C. (April 2-4, 2020, cancelled with no online option).
- Elections, opportunistic policies and strategic use of decentralized local budgets in Macedonia (with Alda, E.). Presented at the 49th Urban Affairs Association Annual Meeting, Los Angeles, CA (April 24-27, 2019).
- Fiscal Decentralization in Macedonia: Measuring Municipal Efficiency (with Alda E., and Andonoski, S.). Presented at EURA, Tilburg, Netherlands (June 20-23, 2018).
- Brief Overview of the Process of Fiscal Decentralization in Macedonia. Presented at the 9th International Scientific Conference “International Dialogue: East-West”. Sveti Nikole, R. Macedonia (April 20-21, 2018).
- Pre- and post- election local budgets: The case of Macedonia. Presented at EURA, Warsaw, Poland: 21-24; June, 2017.
- Promise Zones: A Process Evaluation (with Scott McDonald). Paper presented at the 45th UAA Conference in San Diego, CA (March 16-19).
- Early Outcomes Assessment and Development of Model for Continuing Evaluation of the Promise Zones. Poster presented at the 36th Annual Fall Research Conference, APPAM in Miami, FL, November 10-15, 2015.
- Citizen Engagement, Performance Base Budgeting and Program Evaluation. Paper presented at the Participation Governance Initiative Annual Conference. December 2015, Tempe, AZ
- Results Matter: Evaluating the Outcomes of the Empowerment Zones Designated in Round Three. Paper presented at the 45th UAA, Fl. (April 8-11, 2015).
- Leading Change in Complex Public Sector Organizations: The Leader’s Perspective. (with students), paper presented at ASPA Conference in Chicago, Il. (March 6-10, 2015).
- Using the Past to Improve the Future: Best Practices and Lessons from the Empowerment Zones. Poster presented at the 36th Annual Fall Research Conference, American Association of Public Policy and Management in Albuquerque, NM (November 6-8, 2014).
- Public Administration Reform in Montenegro, 2002–2016: paper presented by Alexander Henderson (with Larry D. Terry and Alexander C. Henderson). The 22nd NISPAcee Budapest, Hungary (May 22-24, 2014).
- The Empowerment Zone in Tucson: A Program Toolkit or just another Program Tool? Paper presented at the 44th UAA Conference in San Antonio, TX. (March 19-22, 2014)
- Accomplishments and Challenges of the Federal Empowerment Zone Program: The Case of Tucson. Presented at the APPAM Fall Research Conference in Baltimore, MD. (Nov. 8-10, 2012).
- The Impact of Remittances on Economic Growth in Middle-Income Countries: What Can Governments Do? Paper presented at the 2010 MPSA National Conference in Chicago, IL. (April 22- 25, 2010).
- Impediments for Citizen Participation in Government Affairs in Post-Communist Countries: Paper presented at the 2010 Southwest Social Science Association (SSSA) Annual Regional Conference in Houston, TX. (March 31-April 3, 2010).

Ljubinka Andonoska
January 2025

Budget Procedures in the Government of RM and Government Initiated Budgetary Reforms:
Invited lectures series to Judiciary administration and management. The USAID and
Pittsburg University, Skopje, RM. (Oct.-Nov. 2004).

Reforming the 2006 Budget Procedures: Presentations for the Treasury Department; MoF. (Dec.
2005).

ACADEMIA

University of Texas at El Paso

1. PAD 5357 Comprehensive Integration (Capstone). Fall 2022, Spring 2023, Fall 2123.
2. PAD 5300 Intro to Research Methods. Fall 2015 (regular class and a military cohort at Fort Bliss, El Paso, TX), Spring 2015, 2016, and Fall 2013, 2015-2021.
3. PAD 5352 Public Budgeting and Financial Management. (Spring 2019-23 presented in various formats, face-to-face, online synchronous and online asynchronous; Summer 2017 online).
4. PAD 5380 Selected Problems in Public Administration- Managing Change in Public Affairs. (Spring 2019-22 and Summer 2018 online; Summer, 2015; hybrid, case study based approach).
5. PAD 5360 Urban Administration (Spring 2018, Fall 2019-21, online)
6. PAD 5363 Intergovernmental Relations, Fall 2017, 2018 (online, BB Collaborate webinars)
7. PAD 5311 Economic Analysis for Public Administration, Spring 2017 (online; BB collaborate webinars).
8. PAD 5380 Selected Problems in Public Administration-Leadership in Public and Nonprofit Organizations. Fall 2014
9. PAD 5380 Selected Problems in Public Administration-Local Economic Development. Summer 2015 (online).
10. PAD 5380 Selected Problems in Public Administration-Public Budgeting and Financial Management. Fall 2013 (independent study).

Arizona State University

Course Instructor:

PAF 591 Urban Economic Development. Summer 2013.

PAF 201: Economics and Public Policy. Spring 2013.

PAF 311: Leadership and Change. Summer 2012 & Spring 2012.

PAF 411: Leadership and Change. Summer 2011, Fall 2010 & Summer 2010.

Teaching Assistant:

PAF 505: Public Policy Analysis. Spring 2010.

PAF 508: Organizational Behavior, Fall 2009.

Graduate Research Associate, ASU (2006-2010): Areas of research include public administration and management, The New Public Service, citizen engagement, organizational behavior and theory, taxpayer behavior and behavioral economics, aging policies and direct democracy.

SERVICE

Founding Member: ASPA's South and West Texas Chapter.

Co-Editor: Occasional Paper Series. Journal of the ASPA's Section on International and Comparative Administration. (January 2023-)

Associate Editor, *Journal of Leadership and Management*, 2017-2021

Journal reviewer: *Journal of Public Affairs, Public Administration Quarterly, Review of Public Personnel Administration (ROPPA); Journal of Economy and Its Applications,*

Guest Editor, Sage Open Access (2017-2018)

Reviewer: Sage Books proposals

Member: Assessment Committee, (MPA); Committee for Program & Curriculum Change (MPA); Hiring committee (Fall 2015, 2019, 2022).

Moderator: **Moderator:** ASPA conference; 45th Urban Affairs Association Conference in Miami, Fl. (April 8-11, 2015). ASPA conference, March 18-22, 2022, Jacksonville, Fl.

Volunteer: ASU Municipal Finance Challenge 2013 Conference. ASU. March 21-22, 2013.

Chair and co-chair for master's theses

AWARDS

Fellowships & Stipends

Class Release Grant Proposal Preparation UTEP, Fall 2014 (\$5,000)

Research Start-up Funds (UTEP) (\$10,000)

Graduate College Completion Fellowship, ASU, 2012 (\$9,500).

USAID, 2005. Regional Participant Training Program; 2005. Stipend for supporting the M.P.A. program at ASU (\$18,000).

Honors and Awards

International Scholar Award (2015). MPA Program, University of Texas at El Paso.

School of Public Affairs at ASU & Graduate College Scholarships, 2008, 2010, 2011, 2012.

Travel Grants

School of Public Affairs at ASU & Graduate College, 2010, 2012.

PROFESSIONAL MEMBERSHIPS

ASPA, the American Society of Public Administration, member, 2020-.

ABFM, Association for Budgeting & Financial Management, 2020-

ICMA Advisory Board on Graduate Education (ABGE). 2016-2020

NASPAA Local Government Management Education Committee, 2016-2020

UAA Urban Affairs Association, 2013-2016; 2018-2020.

EURA, European Urban Research Association, 2018-2020.

Pi Alpha Alpha (PAA), the Public Administration Honor Society.

PROFESSIONAL DEVELOPMENT

Study tour for Budget and Treasury procedures, July 2 – July 13, 2005:

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January 2025

Meetings with high-level officials in several federal agencies: The U.S. Treasury, The U.S. Office of Management and Budget, and The U.S. General Accountability Office in Washington, D.C. Also meetings with high state officials from the Treasury Departments and Budget Planning Departments in Annapolis, Maryland and Richmond, Virginia.

Budget Revenues, Forecasting and Monitoring, February 28-March 2, 2005: Center of Excellence in Finance (CEF), Ljubljana, Republic of Slovenia.

Capital Budgeting, April 6-8, 2004: CEF, Ljubljana, R. Slovenia.

High Administrative Training, March-November, 2003: Embassy of France Republic, the Civil Servant Agency of Republic of Macedonia and ENA (Ecole Nationale d'Administration), Paris-France 1 month, Skopje-Macedonia 4 months.

Budgetary Reforms, October 15-19, 2001: CEF, Ljubljana, R. Slovenia.

Budget and Treasury Training, March 24-April 7, 2001: USAID, Vermont-Washington D.C., U.S.

SKILLS

Skills: statistical packages STATA & SPSS. Qualitative: Atlas.ti,

Language Proficiency: Macedonian (native), English (fluent), Serbian (fluent).