



## Characteristics of the operational model of the local history museum (2021-2023)

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**Abstract.** The relevance of the research problem was underscored by the ongoing transformation of museum institutions, marked by the emergence of a new socio-cultural institution that responds to the demands of the current tragic circumstances. The significance of this work lied in identifying the key factors driving the transformation of the museum's activity model, a pivotal component in addressing contemporary issues in cultural and intellectual development. The study aims were to analyse the activity model of the Kirovograd Regional Ethnographic Museum from 2021 to 2023, determining the place and role of the museum institution in shaping the modern socio-cultural landscape amidst the implementation of martial law and considering trends in the information sphere. The research methodology employed a comprehensive, interdisciplinary, and systematic approach, utilising methods such as analysis, synthesis, interpretation, descriptive, and partially comparative-historical methods, with content analysis being foundational. The analysis of the museum's activity model during the aforementioned period highlighted the significant role of museum institutions in preserving the national cultural heritage. By safeguarding unique artefacts, museums illuminate the history, traditions, and culture of both specific regions and the nation as a whole, thereby preserving cultural values for future generations. The study justified the place and role of museum institutions in shaping the contemporary socio-cultural landscape, taking into account the latest trends in the information sphere. It examined the pivotal historical stages in the development of the Kirovograd Regional Ethnographic Museum and analyses its main areas of activity, including scientific-exhibition, scientific-methodical, scientific-research, among others. Furthermore, it conducted a content analysis of the indicators of the museum's core activity directions from 2021 to 2023 and meticulously investigates the institution's project activities, providing a thematic-classification of

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existing projects and identifying their primary forms of implementation. The practical significance of this research lies in its potential to enhance the effective utilisation of analysed practices, ensuring the museum's sustained and active presence in the socio-cultural landscape of the contemporary tragic era

**Keywords:** national cultural heritage; transformation; scientific-exhibition activity; public events; cultural-enlightenment projects

## ■ Introduction

The current transformation of domestic museum institutions is characterised by the creation of a new operational socio-cultural paradigm, which should appropriately respond to the demands of the tragic era. Museums are called upon to remain active socio-political cultural institutions capable of contributing to the resolution of current issues in the cultural and intellectual development of the nation. In the face of socio-political challenges and threats that have intensified over the past years and remain acute today, the multifunctional activities of museum institutions should encompass a wide range of problems manifested in modern social space. Researchers R. Mankovska *et al.* (2022) consider the multifunctional potential of cultural-information centres, including museum institutions, as a significant aspect of creating a modern socio-humanitarian space. It is in this dimension that the "humanitarian mission" of the local history museum is primarily realised. There is an urgent need to create "new type museums" capable of adequately responding to contemporary challenges by offering "new visions, new interpretations of current issues", as argued by O. Komova (2020). The operational model of the museum should be based, firstly, on organising measures to protect museum valuables and property, ensuring the preservation of unique artefacts and historical-cultural acquisitions; secondly, on deploying exhibition-exhibition and cultural-educational activities. Modern museums are educational hubs, and the prospects of their operational model lie in interactivity and interaction. The main current directions of reforming the domestic museum sphere are thoroughly examined in another scientific publication by O. Komova (2021) against the background of a comprehensive twenty-year experience of museum reform in EU countries, which gives particular weight to the exploration. The author also expresses concern about the actual absence in the domestic scientific space of a "specialised research centre that studies the theory and practice of museum affairs", the functions of which, to some extent, are performed by "non-governmental analytical centres (think tanks)" in European countries.

In the context of the stated museological problem, particular attention is focused on the issue of ensuring the qualifications of museum workers, which includes the need to create an authoritative professional publication with state financial support. At the same time, according to the researcher, the "museum management model in Ukraine should provide for limiting the influence of state

institutions". Museums and the cultural sphere in general are recognised as a basic resource that ensures the future, and the museum is considered a factor in preserving cultural identity and a significant information centre in the context of intercultural communication.

The current state of the domestic museum space is highlighted in the study by S. Kuskova & O. Otzemko (2019) based on the analysis of official websites of domestic museums, the effectiveness of applying modern practices by museum institutions, including participation, storytelling, museum rebranding, is analysed. The work identifies partnership and interaction as important development strategies for museums and provides vivid examples of rebranding Ukrainian museums, including the National Art Museum of Ukraine and the Taras Shevchenko National Museum. In addition, the authors convincingly prove the importance of museum storytelling, through which the museum gains new opportunities for communication with potential visitors.

The combination of "visual construct" and museum affairs is considered in the study by R. Mankovska & S. Babushko (2022) as a factor in deepening the wide-ranging process of understanding the modern museum space. N. Bilyk (2023) analyses the museum as an educational and communicative space. By highlighting the features of the activities of museum centres as centres of education, upbringing, and local lore, the author presents a comprehensive characterisation of their modern cooperation and interaction practices. K. Mechkovska (2023) examines the main communication processes taking place in museums in Poland. Based on the studied experience of museum activities, the author outlines a number of determining factors that make museums attractive. The issue of innovative activities of museums in modern conditions has become the object of research by a number of domestic and foreign scientists. Analysing the practical experience of Ukrainian museums, V. Lavrenko (2022) examines the issue of transforming the system of activities of a museum institution in the context of the digital space.

Contemporary forms, channels, and tools of museum communication have become the subject of scholarly investigation by I. Peredriy & N. Bilan (2018). Museum collections are rightly identified by the authors of the publication as the basis for the institution's communicative activities: "exhibitions and educational-communicative projects created on their basis are impossible without scientifically attributed and carefully preserved

collections. Accordingly, the most effective channel of museum communication remains the institution's exhibition". The intensification of using modern forms of activity by contemporary museums typically attracts researchers' attention in the respective direction. The peculiarity of the aforementioned scholarly study is defined by the comprehensive analysis not only of modern forms of museum activities, including their websites, virtual exhibitions, online tours and excursions, QR codes, 3D technologies, and other communicative models but also of traditional ones, which, in combination, ensure the full formation of the operational paradigm of the museum institution and enhance the integration of Ukrainian museums into the global museum community.

The successful implementation of museum marketing activities, the development and implementation of strategies, and the increased profitability of museum institutions, according to A. Boyko-Gagarin (2020), will be possible through the use of recommended "how-to" materials, which must be prepared taking into account the experience of leading museums in Ukraine and neighbouring countries, as well as the toolkit of various scientific disciplines and postulates of contemporary business literature. Prospective directions of research work at the Taras Shevchenko National Museum are outlined in the comprehensive publication by S. Korkach (2022), the originality of which "lies in conducting a comprehensive analysis aimed at obtaining new knowledge in the field of theory and practice of the main directions of research activities of the museum".

Currently, during a full-scale invasion, the narratives of museum affairs researchers have not lost their relevance; they acquire new meanings and values in the context of numerous contemporary challenges and threats. Questions of the functioning of museums as cultural-information institutions, which are primarily responsible for preserving social, historical, and national memory, defining the main functions of libraries, archives, and museums, whose common goal is the formation and consolidation of national memory, and substantiating the necessity of comprehensive legislative support for cultural-information institutions, are just part of the vectors of modern research into the peculiarities of transformation processes taking place within their operational models.

As N. Bilyk (2023) rightfully notes, "the rethinking of the role and mission of the museum in society is only just beginning". Researcher V. Lavrenko (2022) is convinced of the "urgent need to study the transformation of museum activities in general and directly". Thus, in the context of the discussed priority directions and problems of contemporary scientific research in museum affairs, there is an urgent need to study the transformation of the museum's operational model.

The aim of the study was to analyse the operational model of the Kirovohrad Regional Local Lore Museum during the period since 2021 to 2023, to determine the place and role of this museum institution in shaping the

contemporary socio-cultural space in conditions of martial law and taking into account the latest trends in the information sphere.

## Materials and Methods

The methodology of museum research included a thorough analysis of various aspects of its activities. Starting with a comprehensive approach, the research work covered the analysis of all important components of museum activity: from organisational structure to the content of exhibitions. The interdisciplinary approach involved the engagement of various scientific disciplines, such as history, cultural studies, archaeology, etc., for a deeper analysis of the researched phenomenon. The systematic approach allowed considering the museum as a complex system where each element interacts with others. This included studying the work of individual departments and branches of the museum, as well as their interaction with the central structure. Various methods were used during the research, such as analysis, synthesis, interpretation, and descriptive analysis. The partially-comparative-historical method allowed comparing the development of the museum at different stages and in historical context. During data collection, the heuristic method was applied, which involved systematic search for new data and ideas, as well as the interview method, which helped obtain specific information from museum staff and experts in the field. This contributed to a better understanding and analysis of the peculiarities of exhibition formation, as well as communication processes in the museum under contemporary conditions. One of the basic methods of this research was content analysis – an objective quantitative analysis of documentary information. The conducted content analysis of annual reports on the work of the Kirovohrad Regional Museum of Local History, its departments, and branches (Report on the Work of The Kirovohrad Regional Museum of Local History, its departments and branches, 2022; Report on the work of the Kirovohrad Regional Museum of Local History, its departments and branches, 2023) allowed summarising information regarding the number of events held during the specified years and thus confirming the productivity of this scientific method, as tested by the authors in the context of studying the composition and structure of the electronic archive.

The materials for conducting the research were regulatory legal acts, information from international museum associations, annual reports on museum activities, legislative acts, including Law of Ukraine No. 2657-XI "On Museums and Museum Business" (1995); Law of Ukraine No. 1805-III "On the Protection of Cultural Heritage" (2020); Order of the Ministry of Culture No. 1092 "On Approval of the Procedure for Accounting for Museum Objects in Electronic Form" (2018). The content analysis method of annual reports on the work of the Kirovohrad Regional Museum of Local History, its departments, and branches (Report on the work of the Kirovohrad Regional Museum of Local History, its

departments and branches, 2022; Report on the work of the Kirovohrad Regional Museum of Local History, its departments and branches, 2023) allowed summarising information regarding the number of events held during these years, the forms of work used, including within the framework of project implementation.

## Results and Discussion

The development of museum affairs in the Central Ukrainian region is associated with the Provincial Real Gymnasium (1870) – one of the first educational institutions in the city of Elisavetgrad (now Kropyvnytskyi). Historical and local history studies attest that Elisavetgrad was renowned for its progressive educational institutions and talented educators by the late 19<sup>th</sup> to early 20<sup>th</sup> centuries (Bosko, 2022). The Provincial Real Gymnasium had a powerful material and technical base, which included a library, a physics laboratory, and a chemical laboratory. “The establishment and activities of public museums in the 19<sup>th</sup> century were always associated with public initiative, the activities of scientific and artistic societies” (Stelmakh, 2009), hence deserving special attention in the context of the study are the evening drawing and drafting classes of the school, as their graduates became renowned artists, including Oleksandr Osmiorkin, Kazimira Adamska, Petro Hansky. The tradition of organising exhibitions of students’ artworks at the school laid the foundation for the development of museum affairs in Elisavetgrad. The management embraced the idea of creating a museum room, which was supplemented with valuable artefacts through donations from concerned citizens. This is how the collections of the newly created museum were formed – a collection of archaeological materials, household items, collections of minerals, plant herbariums, collections of coins, and other valuable items (Prishchepa, 2006).

A significant contribution to the development of museum affairs in the region belongs to Volodymyr Yastrebov. A significant contribution to the museum collection of the Provincial Real Gymnasium was the monograph “Materials on the Ethnography of the Novorossiysk Territory” (Yastrebov, 1894), the basis of which was ethnographic research by the scientist carried out during his stay in Elisavetgrad. As it is known, among the wide range of scientific interests of V. Yastrebov was also the archaeological sphere. Together with experienced archaeologists, the scientist, starting from 1885, participated in expeditions and transferred archaeological finds to the school, where he worked as a history teacher. From 1883 to 1898, V. Yastrebov headed the historical-geographical museum, which housed, in addition to textbooks, a valuable collection of antiquities. Later, starting from 1913, the museum was taken care of by Pavlo Riabkov and involved the “Society for the Spread of Literacy and Crafts” in restoring its work. In the early 1920s, the city saw the opening of the historical-archaeological and natural-history museums. In 1929, the

natural-history museum was granted the status of the “District Historical-Archaeological Museum”, and since 1939, it has operated under the name: Kirovohrad Regional Museum of Local History.

The modern structure of the regional museum includes such main departments and sectors: the scientific research department of funds; the department of scientific, educational, and exhibition activities; the sector of historical and local history research; the marketing, development, and investment department; the scientific and methodological department; the operational-technical department; the department of accounting and protection of cultural heritage sites. Also, under the jurisdiction of the Regional Museum of Local History, there are two separate structural units: the Memorial Museum of M.L. Kropyvnytskyi (1982) – a department of special historical significance for the region in both historical-cultural and contemporary socio-cultural transformation aspects. The museum’s collection comprises over eight thousand items. The exhibition complexes are located in six rooms of the memorial house, where the renowned playwright and innovative director Marko Lukych Kropyvnytskyi lived and worked for 20 years.

Another department of the regional museum presents the Museum of the History of Ukrainian Choreographic Art, established in 2004 according to the decree of the chairman of the Kirovohrad Regional State Administration dated August 17, 2004, No. 497-r “On the Establishment of the Museum of the History of Ukrainian Choreographic Art” (The official website of the Memorial Museum of M.L. Kropyvnytskyi, 2024). Until recently, the Museum was located on the territory of the I. K. Tobilevych Museum-Reserve (Karpenko-Karyi) Khutir Nadia – one of the most significant historical and cultural landmarks of Ukraine, the history of which is associated with the dramatic activities of the luminaries of Ukrainian theatre, during which the idea of folk-stage dance emerged and was realised.

To ensure the full realisation of the cultural and informational potential of the exposition of the Museum of the History of Ukrainian Choreographic Art, on September 20, 2023, it was relocated to the city of Kropyvnytskyi (The only one in the world. A museum of the ..., 2023). The premises for the exposition were a magnificent building – an architectural monument of the late 19<sup>th</sup> century – located at: Velyka Perspektyvna Street, 33 which has been and remains one of the business cards of the regional centre. Both factors ensured a productive change in the operational model of the Museum of the History of Ukrainian Choreographic Art, the result of which was the activation of the process of shaping the socio-cultural space with a primary focus on museum visitors. This was emphasised by the head of the Kirovohrad Regional Museum of Local History, recognising its priority role in shaping public demands (The museum must respond to the demands of society..., 2023). The change in the operational model of the Museum of

the History of Ukrainian Choreographic Art is the result of understanding the important social mission of the museum, especially during the period of historical struggles for the independence of the Motherland.

The Kirovohrad Regional Museum of Local History has four branches:

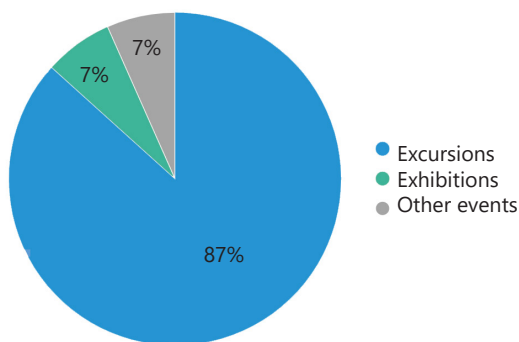
1. Museum-Nature Reserve "Tobilevychi".
2. Museum-Reserve I.K. Tobilevycha (Karpenko-Karyi) Khutir Nadia.
3. Historical and Architectural Reserve "Svyato-Khrestovozdvizhenska Church".
4. Historical and Memorial Reserve "Chorny Voron".

The basis for the conclusion about the harmonious substantive wide-ranging activity of the team of the regional museum, its two independent departments (Memorial Museum of M.L. Kropyvnytskyi; Museum of the History of Ukrainian Choreographic Art), and four branches (Museum-Nature Reserve "Tobilevychi"; Museum-Reserve I.K. Tobilevycha (Karpenko-Karyi) Khutir Nadia; Historical and Architectural Reserve "Svyato-Khrestovozdvizhenska Church"; Historical and Memorial Reserve "Chorny Voron") since 2021 to 2023

were analysed materials of annual reports, information from the official website of the museum, publications in social networks and mass media.

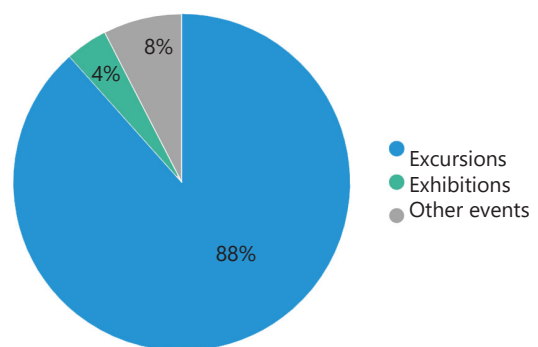
Undoubtedly, the most informative for highlighting the chosen research topic were the annual reports of the museum (Report on the work..., 2022; 2023), the presentation of which has a clear structure presenting such areas of the museum's activities: scientific-exhibition activity; scientific-methodical activity; scientific research work; appearances in the press and on the Internet; appearances on radio, television, and online broadcasts on the Internet; accounting and protection of cultural heritage sites; professional development; implementation of measures for development, creation of proper conditions for the preservation and protection of museum valuables, provision of safe and comfortable working conditions in the structural units of the Kirovohrad Regional Museum of Local History; scientific and archival work. Consolidated data on the species structure of cultural and educational events organised and held by specialists of the Kirovohrad Regional Museum of Local History are presented below (Figs. 1-3).

Events of the Museum of Local History (2021)



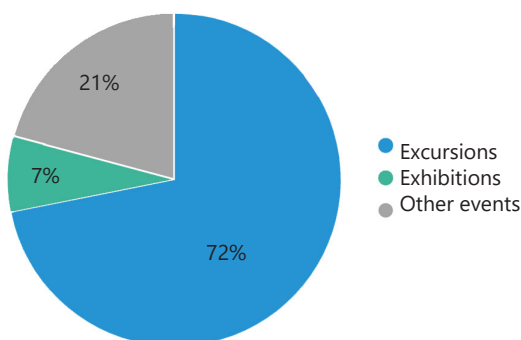
**Figure 1.** Cultural and educational events of the Kirovohrad Regional Museum of Local History in 2021  
Source: compiled by the authors

Events of the Museum of Local History (2022)



**Figure 2.** Cultural and educational events of the Kirovohrad Regional Museum of Local History in 2022  
Source: compiled by the authors

Events of the Museum of Local History (2023)



**Figure 3.** Cultural and educational events of the Kirovohrad Regional Museum of Local History in 2023  
Source: compiled by the authors

According to the reports on the work of the Kirovohrad Regional Local Lore Museum, its departments, and branches (Report on the work..., 2022; 2023), starting from February 24, 2022, due to the introduction of martial law and the consolidation of the exposition in the history department, there has been a reduction in the number of exhibitions, events, and excursions in the museum by almost half compared to the previous year of 2021. Thus, in 2021, the specialists of the Kirovohrad Regional Local Lore Museum organised 1906 events, in 2022 – 991. However, already in 2023, the number of museum events increased to 1429 and almost reached the pre-war level. According to the authors, this is primarily associated with the activation of the museum's activities in presenting and popularising the national cultural heritage. Moreover, in the conditions of martial

law, the number of online events in the museum has increased. The maximum functionality of the institution is also achieved through the informational activity of the website of the Kirovohrad Regional Local Lore Museum and the substantive content of the institution's Facebook page.

The above-mentioned processes, the activation of cognitive interest among museum visitors, are influenced by the actualisation of national self-awareness, self-identity, the "wave of uplift" of patriotism that has grown in society against the backdrop of Russian aggression. The internal need for active resistance to threats that have arisen not only in the physical but also in the spiritual plane of the nation's existence has accelerated the dynamics of the search, recognition of the conceptual components of one's own identity by the Ukrainian people. In this context, the activation of the socio-cultural communication field, which ensures the interaction of the local lore museum with visitors of various age and social categories, allows determining certain features of the realisation of the key stages of

the museum's evolution as a socio-cultural institution. They first manifested in diachrony, which is quite natural for any evolutionary phenomenon, retain the right to either fade away or manifest themselves with renewed vigour in new historical realities. In today's conditions, we observe the phenomenon of the manifestation of a period of museum development dating back to the 19<sup>th</sup> century, when museums actively worked on preserving and reflecting the national heritage, contributing to the development of national identity, thus, the period of the museum's functioning as a tool for awakening feelings of patriotism and national identity. All the above demonstrates the phenomenal ability of the specialists of the Kirovohrad Regional Local Lore Museum to be mobile, to undergo rapid changes, which ensures the appropriate and timely transformation of the main vectors of activity.

By conducting a quantitative comparative analysis of the museum's activities during the period of full-scale invasion according to the basic areas of activity (Table 1), we obtain the following data:

**Table 1.** Directions of knowledge management culture organization in the modern higher education system

Direction of activity	2022	2023
<i>Scientific-exhibition activities</i>	40	104
<i>Public events</i>	75	298
<i>Scientific-methodological activities</i>	24	32
<i>Scientific research activities</i>	22	33
<i>Press and internet appearances</i>	144	132
<i>Radio, television appearances, online broadcasting</i>	16	34
<i>Scientific archival work</i>	15	17
<i>Accounting and protection of cultural heritage sites</i>	9	10
<i>Professional development</i>	7	10

Source: developed by the authors

If 2021 was the year of conducting 127 thematic diverse exhibitions, then 2022, when in 2023 there was a tendency to exceed the planned number of events in the respective directions of the museum's work. For example, within the framework of scientific-exhibition activities in 2023, 75 events were planned, instead, 104 events were implemented; in the direction of "Public events", the planned number of events was 70, but actually 298 events were held. Thus, in 2023, almost all declared indicators compared to 2022 significantly increased, especially within the directions: "Scientific-exhibition activities" (+60), "Public events" (+223).

In addition to the above, it is expedient to attribute the architectural feature of the building of the local history museum to significant factors influencing visitors. Overall, as noted by K. Mechkovska (2023), "the formation of the museum's brand and its perception is influenced by many events, factors, and circumstances. The main influencing elements are the building (for visitors, architecture and the nature of the object

are particularly important, location, elements of tourist infrastructure, additional services, etc.); collections (their theme, number of objects, originality, uniqueness, etc.); exposition (method of presenting collections, exhibition design, use of modern audiovisual techniques and multimedia presentations, temporary exhibitions); events (interpretation of museum exhibitions by museum guides, museum lectures, art classes, cultural events, etc.)". The experience of the activity of the Kirovograd Regional Local History Museum since February 24, 2022, like other domestic information centres, unfortunately, requires documenting in the same context with the factors named by K. Mechkovska and the tragic socio-political phenomenon – war. Projects – "an effective form of implementation of museums' social activity contribute to the adaptation of museums and the museum sector as a whole to modern conditions of socio-economic and cultural life". However, it is worth noting that "large-scale innovative projects are the prerogative, to a greater extent, of well-known,

leading museum institutions" (Komova, 2021), such as the analysed institution. Therefore, a special role in the successful implementation of the activity model of the museum institution is assigned to project activities as a productive means of constructing an adequate socio-cultural space. The importance of project activities as one of the active multi-aspect factors of activity

mastering the modern socio-cultural space filled with the tragedy of war is evidenced by the fact that only in 2023 in the regional local history museum, its departments, and branches, 14 new projects were initiated and implemented, which, in the authors' opinion, within the framework of this study, it is advisable to classify according to such thematic groups (Table 2):

**Table 2. Classification of project activities of the Kirovograd Regional Local History Museum**

I. History of state competitions	<ul style="list-style-type: none"> <li>✓ Artistic-Educational Project "With word and weapon to victory". The project's aim is to conduct creative meetings, commemorative evenings, and other cultural events involving writers and poets to convey to the public the truth about the events of the Russian-Ukrainian war through journalistic and poetic expression.</li> <li>✓ Educational Project "The modern Russian-Ukrainian war". The project's aim is to highlight the events of the modern Russian-Ukrainian war based on the permanent museum exhibition "Ukraine: Flame of War. 2014-2024". Commemoration of war-related dates and honouring the memory of compatriots - servicemen who died for the independence and territorial integrity of Ukraine.</li> </ul>
II. Literature and art	<ul style="list-style-type: none"> <li>✓ Artistic-Educational Project "Our thought, our song will not die, will not perish...". The project's aim is to conduct a series of creative meetings with figures of Ukrainian culture, representatives of the national intelligentsia, poets, writers, and musicians to popularise the Ukrainian language, culture, and upbringing of the younger generation in the spirit of patriotism and national values.</li> <li>✓ Artistic-Educational Project "Conversations about the Theater of the Chiefs". The project's aim is educational, acquainting the public with the history of the creation and development of the first Ukrainian academic professional theatre, telling the story of the constellation of actors - founders of the Theater of the Chiefs led by M.L. Kropyvnytskyi, popularising Ukrainian theatrical art.</li> </ul>
III. Traditional folk culture	<ul style="list-style-type: none"> <li>✓ Artistic-Educational Project "Culture in action". The project's aim is to increase awareness and popularise among the population the Ukrainian folk dance, national traditions, culture, and history of the Ukrainian people (organisation of creative meetings with leading choreographers, dance groups, and the conduct of traditional folk festivals).</li> <li>✓ Cultural-Educational Project "Evenings at the museum". The project's aim is to increase awareness and popularise national Ukrainian traditions through the organisation of folk holidays, rituals, and the study of folk customs.</li> <li>✓ Artistic-Educational Project "In the whirl of dance". The project's aim is to increase awareness and popularise among the population the Ukrainian folk dance.</li> </ul>
IV. History, archaeology	<ul style="list-style-type: none"> <li>✓ Cultural-Educational Project "Calendar as a mirror of social changes". The project's aim is to research and popularise the traditions of the Ukrainian people, their history, upbringing of national consciousness and patriotism in the population.</li> <li>✓ Joint project of the Kirovograd Regional Local History Museum and the Archaeological Museum named after Ninel Boki of the Central Ukrainian State University named after Volodymyr Vynnychenko – "Scientific-practical archaeological studies". The project's aim is to increase awareness of the material culture of different cultures and ancient peoples who lived in the region through the example of archaeological items from the collection of the regional local history museum.</li> <li>✓ Local History Educational Project "Language of the city". The project's aim is educational, acquainting the public with the history of Kropyvnytskyi, its creation, development, and architectural diversity.</li> <li>✓ Educational Project "History of one exhibit". The project's aim is educational and expanding opportunities for a wide audience to obtain information about the museum exhibits of the historical and natural exposition of the regional local history museum through the exhibition and storytelling about individual museum exhibits.</li> </ul>
V. Ecology. Tourism. Local studies	<ul style="list-style-type: none"> <li>✓ Tourist-Educational Project "Green treasures of Kirovograd Region". The project's aim is to develop tourism in the region, instil in the population an ecological culture, love for nature, and awareness of the plant and animal world of the native land.</li> <li>✓ Educational Project "Ecological culture in the museum". The project's aim is to instil in the population, especially in the younger generation, an ecological culture, love for nature, and awareness of the plant and animal world of the native land.</li> </ul>
VI. Modern technologies in museum affairs	<ul style="list-style-type: none"> <li>✓ Scientific-Methodological Project "Online museum school". The project's aim is to provide methodological and professional scientific assistance to museum staff in the region to improve their overall professional level.</li> </ul>

Source: developed by the authors

Certainly, to some extent, such a division into groups, as well as their names, is rather conditional, since the vast majority of projects have a multi-level purpose that contaminates various directions, themes, problems. Ultimately, the proposed division cannot be exhaustive, since during the 2023 alone, the museum's specialists submitted new applications to participate in proposed projects, including:

- ✓ prepared and submitted a project application to the Ukrainian Cultural Foundation: "Revolution of Dignity. Kirovohrad Dimension" (Department of scientific, educational, and exhibition work; developers of the project application: V.O Parkhomchuk, A.A. Zababurina; February 2023);

- ✓ prepared and submitted a project application "Tourist Paths of the Tobylevychi Museum-Nature

Reserve" to the fund "ZMINA. IZOLYATSIA" (Tobilevychi Museum-Nature Reserve; developers of the project application: V.O. Parkhomchuk, M.I. Kravchenko; October 2023);

- ✓ prepared and submitted a project application "Journey into the world of art: The theatrical heritage of Marko Kropyvnytskyi" to the "Culture helps" fund (Marketing, Development, and Investment Department; developer of the project application: V.O. Parkhomchuk; November 2023).

Familiarity with the themes of the announced events allows for the prospect of complementing the defined headings, for example, the heading "History of state competitions" with the theme "Revolution of Dignity"; the heading "Literature and art" with the theme "Journey into the world of art: The theatrical heritage of Marko Kropyvnytskyi".

Within the framework of projects of the Kirovohrad Regional Local Lore Museum, the following forms of work are used: excursions; conversations for the Birthdays of Great Ukrainians; open lectures by city scholars; festive events for the anniversaries of famous fellow countrymen; presentations of books by scientific staff of the museum, publications, archival documents, funds of personal origin; reports dedicated to famous artists; ethnological readings; actions for the World Read Aloud Day, declamation of excerpts from works by famous writers; master classes at the museum and off-site; interactive quizzes; thematic publications, posts, and so on.

In the context of Ukraine's current struggle for independence, the following significant events held by the local lore museum can be attributed:

- ✓ Thematic presentation of the photo exhibition "Chernobyl Zone" by a fellow countryman-photographer, a graduate of the Central Ukrainian National Technical University Oleksandr Tkachenko, who, having become a military scout, died near Bakhmut on January 16, 2023. Date of event: April 20, 2023. The event was prepared by the scientific staff of the Department of Scientific, Educational, and Exhibition Work. The presentations-previews preceded the opening of this photo exhibition on April 8, 2023.

- ✓ Virtual exhibition of the collection of postage stamps of Ukraine "Guardians of the offensive. It's time to reclaim your own" from the fund collection of the regional local lore museum, dedicated to the modern Russian-Ukrainian war. The organisation of the exhibition was prepared by the scientific staff of the Research Department of Funds. Opening date: May 24, 2023.

- ✓ Presentation of the third book "Forgotten names: OUN Underground in the Central Ukrainian Lands" from the series "Liberation Struggle. 1917-1991" with the participation of the author Fedor Shepelya (local lore specialist) and the editors of the publication Serhiy Khmara and Artem Bezshkurenko. The event organiser is the museum's management. Date of event: October 20, 2023.

The Kirovohrad Regional Museum of Local History functions as a significant component of the socio-cultural life of the region, actively collaborating in its activities with other cultural, educational institutions, enterprises, and organisations. Traditionally, jointly organised events are held not only in the exhibition halls of the local lore museum, its separate departments, and branches but also on the basis of partner institutions: the Department of Culture and Tourism of the Kirovohrad Regional Military Administration; D.I. Chyzhevskiy Regional Universal Scientific Library; National Aviation University Flight Academy; State Archives of Kirovohrad Region; Central Ukrainian National Technical University, Dniprovskiy National Historical Museum named after Dmytro Yavornytskyi; Central Ukrainian State University named after Volodymyr Vynnychenko; "Municipal Collegium" Lyceum of Kropyvnytskyi City Council"; Odessa I.I. Mechnikov National University, and many others.

Modern information centres, including museums, are undergoing a transformation in their operational models. According to Boris Shevchenko, the director of the regional local lore museum, "preservation and popularisation of the material and non-material cultural heritage of Central Ukraine is the mission of the regional local lore museum". The strategy involves the development of scientific-educational, scientific-research, and scientific-methodical directions of work. Work has already begun on creating a museum and its branches brand book for recognisability, positioning among partners, and visitors. Boris Shevchenko presented the updated logo of the regional local lore museum, its departments, and branches, which will have their own identity for the first time.

The prospects for further transformation of the museum's operational model lie in several aspects. The use of interactive technologies (interactivity) entails effective interaction of visitors with exhibits. In this context, we note the important role of modern technologies that allow creating virtual reality, electronic exhibits, video panels, etc. Educational activities are carried out during public lectures, conversations, creative meetings, master classes, thematic seminars, which preserve the potential to provide a multifaceted space for communication with visitors of different ages and social categories. The use of advanced digital technologies for the preservation, reproduction, and study of museum collections is considered a productive tool for museum work (high-resolution scanning, analytical programs, online exhibitions, etc.). Interaction with the public offers broad opportunities for engaging various social groups with the museum through the organisation of various mass events, including exhibitions, concerts, festivals. Active work on creating digital platforms is aimed at increasing the options for presenting museum collections in the virtual space. These directions allow the museum to remain relevant, interesting, and accessible to visitors (Rudenko, 2021).

In the context of the conducted research, it would be logical to supplement the position of scientists that

the transformation of museum operational models was caused by "socio-political changes that occurred after Ukraine declared independence" (Komova, 2020). A powerful factor in changing museum activities and orienting their work towards the online space is also recognised as quarantine restrictions due to the COVID-19 pandemic, which, among other things, "spread the idea among the public of the possibility of museum projects beyond the physical space of the museum" (Ivashchenko, 2021; Lavrenko, 2022). Current events, as a powerful factor in changing the operational model of museums, have made full-scale military invasion a powerful factor in activating the museum's representation in the online space. As for the widespread use of information technologies in the activities of information centres, it is directly related to the dilemma of optimal correlation of physical and virtual visitor presence in the museum, secondly, the "psychological pros and cons" of this phenomenon still require further research, thirdly, regulation of the financial aspects of "virtual" museum services, according to the authors, is a matter of the near future. However, the numerous advantages of orienting museum work towards the online space currently make all these questions rhetorical.

In the context of the changes in the operational model, it is the Kirovohrad Regional Museum of Local History, located in the historical centre of the city in a building with its interesting history and architectural integrity, that stands out with the concept of interaction between two objects – the local lore museum and the city in which it is located. Thus, M. Tupchienko's (2021) scientific explorations propose to consider museum activities through the prism of the toponymic policy of the region, as a result of which the city acquires the status of a museum space, and accordingly, toponymic names acquire the status of historical sources of the past. This assertion is in line with the concept of "open-air museums" by I. Pankiv (2024), however, it should be noted that this direction in domestic museology remains underdeveloped.

Despite unanimous recognition due to modern transformations of the museum's operational model, the intensification of visitor flows, activation of cooperation with various administrative and entrepreneurial structures of the region (Karpyuk *et al.*, 2022), innovative approaches taking into account the needs and interests of visitors (Mankovska *et al.*, 2022), attracting visitors and patrons to the museum, participation in the development of grant projects (Pankiv, 2024), the issue of finding an optimal operational model remains open. The problem of distribution of interested parties (stakeholders) by significance (Mitchell *et al.*, 1997) remains insufficiently studied in domestic museology, which constitutes a promising direction for future scientific research not only in museology but also in other spheres.

The updated operational model of the museum envisages its transformation into a modern educational space that produces a source base for scientific research.

As confirmation of this thesis, we will cite such a fact: the theme of the International Museum Day in 2024 "Museums for education and research" – "emphasises the key role of cultural institutions in providing a comprehensive educational experience" (ICOM, 2024a; 2024b). In this context, the focus on the need to "widely use museum funds in lectures, practical and seminar classes, involve higher education students in writing abstracts, course and qualification works on local lore topics" is entirely justified (Komova, 2021).

The declared changes in the museum's operational strategy are implemented in the system of scientific communications of the Central Ukrainian region. For example, only in January 2024, students of the Department of History, Archaeology, Information and Archival Affairs of the Central Ukrainian National Technical University completed and presented for defence two qualification works dedicated to current issues of museum functioning in the socio-cultural space of the region, one of which was defended at the stakeholder institution. An important idea identified in the context of this study is that "the Central Ukrainian National Technical University could become a scientific-resource platform for studying the audience of the Museum of Arts and developing a marketing strategy" (Danylyshyn, 2024).

Another promising direction for changing the operational model of museums today and in the near future is the need for further cooperation between museums, including for the purpose of overcoming crisis phenomena (Ivashchenko, 2021). Moreover, there is a world experience in organising an online platform that will "connect projects and professionals in space and time" (Giannachi, 2021). A convincing proof of the importance of this direction is the fact that the International Council of Museums invites everyone interested to explore the information wealth of museums and thus contribute to the formation of "a more informed and inclusive world". Overall, this will allow us to "imagine a future where knowledge exchange overcomes barriers, where innovations merge with traditions".

## Conclusions

The grounds for concluding on the coherent substantive wide-ranging activity of the Kirovohrad Regional Museum of Local History, its two independent departments, and four branches from 2021 to 2023 were the analysed materials of annual reports, information from the museum's official website, publications in social networks, and media.

The tragic conditions of today have led to the manifestation of characteristic features of the historical period of museum development, dating back to the 19<sup>th</sup> century when museums actively worked on preserving and reflecting national heritage, thus contributing to the development of national identity. An important component of the museum institution's operational model is project activities, which ensure its social activity and

serve as a means of constructing a communicative cultural and educational space.

The analysis of the project activities of the Kirovohrad Regional Museum of Local History enabled the identification of such thematic groups of projects implemented during the 2022 to 2023: I. History of state competitions. II. Literature and art. III. Traditional folk culture. IV. History, archaeology. V. Ecology. Tourism. Regional studies. VI. Modern technologies in museum affairs. Content analysis showed that in 2023, the number of indicators from the museum's basic activities significantly increased compared to 2022, especially within the directions: "Scientific-exhibition activity", "Public events". Prospective directions for transforming the operational model of the modern museum include interactivity, educational activities, implementation of technological innovations, interaction with the public, digital presence. The museum's openness to communication in thematic areas of relevant events, which are also presented in digital format, ensures the Kirovohrad Regional Museum of Local History's constant active presence in the socio-cultural space of today. The main current directions of reforming the domestic museum sphere are considered by researchers against the background of generalised experience in conducting museum reforms in foreign countries. The presence of such scientific explorations overall positively affects the functioning of domestic museum centres. Full-scale interference

has made significant adjustments to the activities of the country's museum institutions, so the prospects for further research in this direction are obvious.

In 2024, ICOM plans to focus on the UN Sustainable Development Goals, which should be recognized as the most promising directions for further research in the museum field at the international level: quality education and self-education, and therefore the use of the potential of museums in this direction; studying the issues of comprehensive industrialisation and innovative activities in the museum sphere. Other promising directions for further research in the context of modern transformations of the operational model of the local lore museum also include the analysis of substantive-formal aspects of project activities of museums, studying the problems and prospects of cooperation with visitors (museum audience), representatives of state authorities, and entrepreneurs, considering museum activities through the prism of the toponymic policy of the region.

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### ■ Conflict of Interest

None.

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## Особливості діяльнiсної моделi краєзнавчого музею (2021-2023 роки)

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**Анотацiя.** Актуальнiсть проблеми дослiдження зумовлена тим, що сучасна трансформацiя музейних установ характеризується творенням нової соцiокультурної iнституцiї, яка вiдповiдає запитам трагiчного сьогодення. Актуальнiсть даної роботи полягає у визначеннi ключових факторiв переформатування діяльнiсної моделi музею – одного з найвагомiших компонентiв системи реалiзацiї його мiсцiї – розв'язувати актуальнi проблеми культурного та iнтелектуального розвитку нацiї. Мета дослiдження – аналіз діяльнiсної моделi Кiровоградського обласного краєзнавчого музею у перiод 2021-2023 рокiв, визначення мiсця i ролi музейної установи у конструюваннi сучасного соцiокультурного простору в умовах запровадження воєнного стану та з урахуванням тенденцiй iнформацiйної сфери. Основу методологiї дослiдження склали комплексний, мiждисциплiнарний та системний науковi пiдходи, дослiдження виконане з використанням методiв аналізу, синтезу, iнтерпретацiї, описового та частково – порiвняльно-iсторичного; одним iз базових методiв даного дослiдження став контент-аналіз. Здiйснено аналіз діяльнiсної моделi Кiровоградського обласного краєзнавчого музею у перiод 2021-2023 рокiв. Доведено вагому роль музейних установ у збереженнi нацiональної культурної спадщини. Зберiгаючи унiкальнi артефакти, музеї розкривають iсторiю, традицiї та культуру як окремого рєгiону, так i країни загалом, вiдновлюють i зберiгають культурнi цiнностi для майбутнiх поколiнь, мотивуючи до вивчення i збереження iсторико-культурних надбань, залучаючи до пiзнавальної діяльностi та популяризацiї музейної діяльностi. Обґрунтовано мiсце та роль музейної установи у конструюваннi сучасного соцiокультурного простору з урахуванням новiтнiх тенденцiй iнформацiйної сфери. Розглянуто визначальнi iсторичнi етапи розвитку Кiровоградського обласного краєзнавчого музею. Проаналiзовано основнi напрями його діяльностi: науково-експозицiйний, науково-методичний, науково-дослiдний та iн. Виконано контент-аналіз показникiв базових напрямкiв діяльностi музею упродовж 2021-2023 рр. Детально дослiджено проєктну діяльнiсть установи, представлено змiстовно-тематичну класифiкацiю наявних проєктiв, визначено основнi форми їх реалiзацiї. Практична цiннiсть дослiдження визначається можливістю бiльш ефективного використання проаналiзованих практик у забезпеченнi постiйно активної присутностi музею в соцiокультурному просторi сучасної трагiчної доби

**Ключові слова:** нацiональна культурна спадщина; трансформацiя; науково-експозицiйна діяльнiсть; публiчнi заходи; культурно-просвiтницькi проєкти