



**Interreg**  
**Slovakia-Hungary**



**Title of the project:** Capacity Building in partnership across borders for future museums

**Acronym of the project:** FUMU

**Name of the programme :** Interreg V-A Slovak Republic-Hungary cooperation program

**Name of the fund:** European Regional Development Fund

**Slogan of the Programme:** Building partnership

**Web programme:** <https://www.skhu.eu/>

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## **Mapping and evaluating the needs of museums and galleries in the Košice region**

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# 1 Introduction

In line with the international trends observable in the activities of museums and galleries, the mission of these institutions and organizations presenting history and art has changed in that they have become active actors supporting the concept of audience development, active citizenship and strengthening of a democratic society.

A survey of operating museums and galleries was carried related to the mapping of the professional setting needs of the museums and galleries in the Košice region. An analysis of the vertical structure of professional activities as defined in the Strategy for the Development of Museums and Galleries in the Slovak Republic was also carried out, i.e. exhibitions, acquisition and professional management of the exhibits, research, educational activities, accompanying events and presentations, promotion and marketing, human resources development, and digitalization of exhibits.

The presented mapping of the needs is based on the definition of museums and galleries as active actors ready to contribute to the modeling of social reality, to the education and audience development and to community building. The mapping also focuses on the principles of functioning of these institutions common to businesses, i.e. efficiency measurement, networking, capacity building, PR, multi-source financing (fundraising), organizing exhibitions, mobility and residential programs, employee development and training, cross-border services, quality management, etc. The SWOT analysis and identification of these organizations needs takes into account the current definition of these institutions. The following question is also asked by *Mass Action: Museums as Sites of Social Action*, the partner association of museums: “*What is the role and responsibility of a museum in responding to the challenges affecting our communities locally and globally? How do the internal activities of a museum have to change in order to align with public practice and in order to better inform? How can a museum operate as a place of social action and interaction?*” (MASS Action) The definitions of current museum practice result into defining the mission of these types of institutions. Regarding the nature of the galleries activities in the Košice region, we are extending this definition to galleries as well.

- I. In order to fulfill their social role, it is essential that museums and galleries understand their communities’ needs and their structure be designed in such a manner so as to fulfill those needs.
- II. In order to exert a real impact and create public value, museums and galleries have to realize that variable and sufficient resources (not only financial) must be utilized in order to achieve their goals, and subsequently the effectiveness of their utilization must be measured.
- III. At the same time, museums and galleries must realize that the efficiency of their activities is measured not only through the number of visitors.
- IV. In order to succeed in market competition, museums and galleries must necessarily offer the experience and services considered valuable and relevant by their visitors and supporters.
- V. One of the essential missions of museums and galleries is to strive for higher and more ambitious goals.

## 2 Overview of museums and galleries in the Košice region

### 2.1 Museums in the city of Košice

#### **East Slovak Museum in Košice (abbreviated as VSM in Slovak)**

VSM exhibitions include an underground safe storing the Košice Gold Treasure, a wooden church from Kožuchovice situated in the Námestie maratónu mieru 2, permanent exhibitions, such as “Nature of the Carpathians” and “Centuries Depicted by Art” on display in the building at Hviezdoslavova 3; Rodošto, the oriental memorial house of Francis II. Rákóczi; exhibition of urban medieval fortification on display in the dark casemates of the Katova bašta (Executioner’s Bastion) and an exciting and haunting tour of the Košice centuries in the Mikluš Prison.

Legal form: a contributory organization

Founder: Košice Self-governing Region

Address: *Košický zlatý poklad*: Námestie maratónu mieru 2, Košice

*Mikluš Prison / Katova Bašta (Executioner’s Bastion)*: Pri Miklušovej väznici 10

*Rodošto*: Hrnčiarska 7, Košice

Website: [www.vsmuzeum.sk](http://www.vsmuzeum.sk)

Telephone: +421 (0) 55 622 03 09

Email: [info@vsmuzeum.sk](mailto:info@vsmuzeum.sk)

#### **Slovak Technical Museum (abbreviated as STM in Slovak)**

STM is the only museum in Slovakia focusing on the history of technology with many exhibitions including metallurgy, engineering, mining, blacksmithing, geodesy **and** cartography, history of communication technology and physics. It also includes the department of energy bearing the name of Aurel Stodola – exhibiting steam, combustion and water engines and the Hall of Electric Discharges. The exhibition is complemented by an interactive science and technology center for children and youth.

Legal form: a contributory organization

Founder: Ministry of Culture

Address: Hlavná 88, Košice

Website: [www.stm-ke.sk](http://www.stm-ke.sk)

Telephone: +421 (0) 55 622 40 35

Email: [stmke@stm-ke.sk](mailto:stmke@stm-ke.sk)

#### **Košice Aviation Museum**

The Aviation Museum prides itself on a rare collection of combustion and jet engines, original fighter jets and helicopters, replicas of historic aircraft and offers the following exhibitions: The beginnings of Aviation until 1945, Aviation Technology – the Development of Aircraft Structures, Gallery of Presidential Planes, original aircraft from European countries, the USA and China and the history of road transport. It is one of the unique museums of its kind in Europe.

Legal form: it is under the administration of the Slovak Technical Museum

Founder: Ministry of Culture

Address: Košice Airport

Website: [www.stm-ke.sk](http://www.stm-ke.sk)

Telephone: +421 (0) 55 683 22 72, +421 (0) 903 747 595

Email: [muzeumletectva@stm-ke.sk](mailto:muzeumletectva@stm-ke.sk)

#### **Planetarium**

From the Planetarium it is possible to observe over 5,000 stars, the solar system, and the northern and southern starry skies. Astronomy shows focus on orientation on the sky and star myths.

Legal form: it is under the administration of the Slovak Technical Museum as a contributory organization

Founder: Ministry of Culture

Address: Slovak Technical Museum, Hlavná 88, Košice

Website: [www.stm-ke.sk](http://www.stm-ke.sk)

Telephone: +421 (0) 55 726 06 56  
Email: stmke@stm-ke.sk

### **SteelPark**

Steel PARK displays a number of original exhibits, whose ambition is to arouse children's and young people's interest in science, engineering and modern technology in an engaging and entertaining way. The visitors can participate in various experiments or get acquainted with the laws of physics in a playful way and engage in experiential learning.

Legal form: it is under the administration of K 13 – Košické kultúrne centrá (Košice Centers of Culture)

Address: Kukučínova 2, Košice

Website: [www.steelpark.sk](http://www.steelpark.sk)

Telephone: +421 (0) 55 300 93 00

Email: [info@steelpark.sk](mailto:info@steelpark.sk)

### **Sándor Márai Memorial Exhibition**

Sándor Márai Memorial Exhibition was introduced to the public on January 22<sup>nd</sup>, 2019. In May 1998, Sándor Márai Memorial Room was opened on the ground floor of this building, in which several exhibitions illustrating the life and work of the famous Košice citizen were presented. This modest room has been replaced by a unique and long-awaited exhibition as the dignified representation of Sándor Márai in the city which was central to his life.

Legal form: it is under the administration of the Museum of the Culture of the Hungarians Living in Slovakia (Slovak National Museum)

Founder:

Address: Mäsiarska 35, Košice

Website: [www.maraisandor.eu](http://www.maraisandor.eu)

Telephone: +421 (0) 55 728 7303

Email: [info@maraisandor.eu](mailto:info@maraisandor.eu)

### **Underground Archaeological Museum**

The premises of the underground museum with the former entrance to the city and the former city walls dating back to the 13<sup>th</sup> – 15<sup>th</sup> centuries were discovered during the reconstruction of Hlavná ulica Street in 1996. In addition to the walls, you may also find artifacts from St. Elizabeth's Cathedral and the remnants of former canals there. Various public events and private events take place there.

Address: Pod hlavnou ulicou

Website: [www.visitkosice.org](http://www.visitkosice.org)

Telephone: +421 (0) 55 625 88 88

E-mail: [visit@visitkosice.org](mailto:visit@visitkosice.org)

### **NOSTALGIA Cassovia Oldtimer**

The museum houses a private collection of historic cars that will take you back to the good old days. In addition, the museum displays everyday utensils that were part of everyday life in Košice and that for many citizens are iconic and reminiscent of their childhood and youth.

Address: Alvinczyho 28

Website: [www.cassoviaoldtimer.sk](http://www.cassoviaoldtimer.sk)

Email: [info@cassoviaoldtimer.sk](mailto:info@cassoviaoldtimer.sk)

## 2.2 Museums in the Košice region

### **Mining Museum in Gelnica**

The Mining Museum in Gelnica was originally a part of the Spiš Museum in Spišská Nová Ves, and it is currently administered by the Municipality of Gelnica. The tradition of collecting documentary artifacts related to mining in Gelnica dates back to the reign of Maria Theresa. The present-day mining museum was established in 1963 and is housed in the building of the former town hall. The collections originate mainly from the vicinity of Gelnica and date back to the 19<sup>th</sup> and 20<sup>th</sup> centuries.

Founder: the city of Gelnica

Address: Banícke námestie č. 8, 056 01 Gelnica

Website: [www.gelnica.sk/banicke-muzeum.phtml?id5=22882](http://www.gelnica.sk/banicke-muzeum.phtml?id5=22882)

Telephone: +421 53 482 14 68

Email: [muzeum@gelnica.sk](mailto:muzeum@gelnica.sk)

### **Mining Museum in Rožňava**

Founded in 1902 it is one of the three specialized mining museums in Slovakia. Its founder was the then director of the Gemer mines in Železník, Gustáv Eisele. The first exhibition of mining and metallurgy was opened to the public in 1912. At present, the museum has five permanent exhibitions: exhibition of mining and metallurgy in Gemer showing rare minerals from the Gemer deposits and illustrating the development and history of mining and metallurgy in Slovakia. A separate part of the exhibition includes mining sites set up in the cellars of Františka's shelter and there is also an exhibition of the Slovak Karst nature. In addition, further exhibitions ought to be mentioned, namely the Historical Exhibition of the Mining Museum and the last exhibition entitled the Gallery of the Mining Museum, which houses short-term thematic exhibitions. The museum also includes the Andrassy Picture Gallery in Krásnohorské Podhradie.

Legal form: a budgetary organization

Founder: Košice Self-governing Region

Address: Šafárikova 498/31, 048 01 Rožňava

Website: [www.banmuz.sk](http://www.banmuz.sk)

Telephone: +421 58 734 37 10

E-mail: [info@banmuz.sk](mailto:info@banmuz.sk)

### **Spiš Museum in Spišská Nová Ves**

The Spiš Museum in Spišská Nová Ves was established in 1951. Gradually, it has built up an extensive collection with exhibits from natural sciences, history, art history, musicology and ethnography. Through history, archeology, ethnography, musicology and natural sciences, the museum presents the life of the Spiš region people.

Legal form: a contributory organization

Founder: Košice Self-governing Region

Address: Letná 50, 052 01 Spišská Nová Ves

Website: [www.muzeumspisa.com](http://www.muzeumspisa.com)

Telephone: +421 53 442 37 57

Email: [muzeumspisa@muzeumspisa.com](mailto:muzeumspisa@muzeumspisa.com)

### **Exhibition of Historical Furniture and Keyboard Musical Instruments in Markušovce**

The manor house in Markušovce is an external part of the Spiš Museum in Spišská Nová Ves. It houses an exhibition of historical furniture of the aristocratic families of the Mariássy and Csáky supplemented by artifacts of folk history, crafts and objects of applied art.

Legal form: it is under the administration of a contributory organization – the Spiš Museum in Spišská Nová Ves

Founder: Košice Self-governing Region

Website: [www.muzeumspisa.com](http://www.muzeumspisa.com)

Telephone: +421 917 74 63 39

Email: [kastiel@muzeumspisa.com](mailto:kastiel@muzeumspisa.com), [kastielmarkusovce@gmail.com](mailto:kastielmarkusovce@gmail.com)

### **Museum and Cultural Center of South Zemplín in Trebišov**

Established in 1954 in Sečovce, the Homeland Studies Museum has been based in Trebišov since 1981. The museum acquires and exhibits documents on the development of the Trebišov district with the focus on the history of agriculture and Tokaj viticulture in eastern Slovakia. Since 2012, the museum has had a new name – the Museum and Cultural Center of South Zemplín in Trebišov. The historical building of the Trebišov manor underwent extensive refurbishment in 2015 – 2016.

Legal form: a contributory organization

Founder: Košice Self-governing Region

Address: MR Štefánika 257/65, 075 01 Trebišov

Website: [www.muzeumtv.sk](http://www.muzeumtv.sk)

Telephone: +421 56 672 22 34

Email: [trebisov.muzeum@vucke.sk](mailto:trebisov.muzeum@vucke.sk), [muzeumlektorky@gmail.com](mailto:muzeumlektorky@gmail.com)

### **Betliar Museum, Slovak National Museum**

The Betliar Museum cares for the documentation illustrating the life of the nobility. It is housed in a former hunting lodge that belonged to the Andrassy family (a national cultural monument) situated in a large romantic park in Betliar. The manor house was one of several aristocratic residences of the Andrassy family until 1945. The first building dates back to mid-15<sup>th</sup> century. Later, an extension was built to the manor house. The manor house began to take on its present appearance after the last major refurbishment in late 19<sup>th</sup> century under Emanuel Andrassy.

Legal form: it is under the administration of a state-subsidized organization - Slovak National Museum

Founder: Ministry of Culture

Address: Kaštieľna ul. 6, 049 21 Betliar

Website: <https://www.snm.sk/?muzeum-betliar-uvodna-stranka>

Telephone: +421 58 798 31 18

Email: [betliar@snm.sk](mailto:betliar@snm.sk)

### **The Schuster Family Museum of Cinematography, Medzev**

The museum is dedicated to a unique exhibition of cinematographic devices collected by the Schuster family; it documents the pioneering shooting of documentary films in Slovakia and is situated in Rudolf Schuster's birthplace in Medzev. In addition to the exclusive historical imaging cameras of all formats and various types made by renowned world manufacturers of late 19<sup>th</sup> and early 20<sup>th</sup> centuries, the museum exhibits projectors and a collection of cameras. Out of the unique ones, we may mention a 35mm film Cinématographe camera of 1896, Genesis Prestwich models produced in London in 1898 – 1906, French Pathé cameras or the well-known German Ernemann cameras. Equally unique is the collection of projectors and cameras containing e.g. Edison's Home Kinetoscope, Pathé model projector, Gaumont, Optica, Zeiss-Ikon models and many others. The exhibition also includes artifacts documenting the mining traditions in the Šugovská dolina valley and Medzev, as well as a number of artifacts originating in the countries visited by the three generations of the Schuster family.

Legal form: it is under the administration of a contributory organization – the Slovak Technical Museum

Founder: Ministry of Culture

Address: Štösska 16, 044 25 Medzev

Website: [www.stm-ke.sk](http://www.stm-ke.sk)

Telephone: +421 918 965 701

Email: [stmke@stm-ke.sk](mailto:stmke@stm-ke.sk)

### **Pavol Horov Museum, Bánovce nad Ondavou**

The Pavol Horov Literary Museum is housed in the former four-class elementary school, opened in 1936 and rebuilt in order to house a museum. The exhibition was opened in 1987.

Founder: the village of Bánovce nad Bebravou

Address: 072 04 Bánovce nad Ondavou 191

Website: [www.banovcenadondavou.sk/muzeum.htm](http://www.banovcenadondavou.sk/muzeum.htm)

Telephone: +421 56 988 34 11, +421 56 649 53 11

### **Myšľa Municipal Museum**

The museum housed in the building of the former Myšľa monastery is situated in the nearby village of Nižná Myšľa, in which in 1977 a comprehensive exploration of an old bronze settlement and burial ground – the oldest one in Slovakia – was carried out.

Founder: the village of Nižná Myšľa

Address: Nižná Myšľa

Web: [www.niznamysla.sk](http://www.niznamysla.sk)

Telephone: +421 903 483 750

Email: [info@niznamysla.sk](mailto:info@niznamysla.sk)

### **Ethnographic Museum in Smižany**

This ethnographic museum is an external part of the Spiš Museum in Spišská Nová Ves and was opened in 1991.

Legal form: it is under the administration of a contributory organization – the Spiš Museum in Spišská Nová Ves

Founder: Košice Self-governing Region

Address: Krátka ulica 5, 053 11 Smižany

Website: [www.muzeumspisa.com](http://www.muzeumspisa.com)

Telephone: +421 917 74 63 36

Email: [narodopis@muzeumspisa.com](mailto:narodopis@muzeumspisa.com), [lecturers@muzeumspisa.com](mailto:lecturers@muzeumspisa.com)

### **Regional museum exposition of Jozef Mailáth**

The main mission of the museum is to collect historical artifacts and exhibits in order to protect, use and make accessible material documents about the development of society in the region. The museum collects, preserves, presents and with the use of research methods processes collections from natural and social sciences as part of the national cultural and natural heritage.

Legal form: it is under the administration of a budgetary organization – Cultural center of the Bodrog and the Uh region

Founder: Košice Self-governing Region

Address : Mailátha 4, 077 01, Kráľovský Chlmec

Website: <https://www.kcmap.sk/regionalna-muzealna-expozicia-jozefa-mailatha>

Telephone: 056 63 21 620, 0918 624 163

Email: [kcmap.kralovskychlmec@gmail.com](mailto:kcmap.kralovskychlmec@gmail.com)

### **Zemplín Museum in Michalovce**

The Zemplín Museum in Michalovce was established in 1957 as the Zemplín Museum of National History, and since 1965 it has been operating under its current name. Since its beginning, the museum has focused on research and documentation of the local nature, prehistoric era and medieval history, culture and art of the Zemplín region. It specializes in vertebrate zoology, prehistoric era, church history, agrarian ethnography, fine art and arts and crafts of the 19<sup>th</sup> – 21<sup>st</sup> centuries. The museum is housed in a baroque – classicist manor house of the aristocratic Sztáray family. The manor house together with its adjacent buildings is a national cultural monument.

Legal form: a contributory organization

Founder: Košice Self-governing Region

Address: Kostolné námestie 1 (Church Square No 1), 071 01 Michalovce

Website: [www.zemplinskemuzeum.sk](http://www.zemplinskemuzeum.sk)

Telephone: +421 56 644 10 93

Email: [zemplinskemuzeum@gmail.com](mailto:zemplinskemuzeum@gmail.com)

Moreover, some other small local museums in the Košice region do also provide their services.

## 2.3 Galleries in the city of Košice

### **East Slovak Gallery**

The East Slovak Gallery was established in 1951 as the first regional gallery in Slovakia. Its main seat is the former County House at Hlavná No 27 and the second one in the burgher house at Alžbetina No 22. The mission of the East Slovak Gallery is to protect and present its collection and to keep a record of the art scene and art life in the East Slovak region. At present, the gallery collection comprises more than 7,000 works of art. In addition to a stunning collection of the 19<sup>th</sup> and 20<sup>th</sup> century art, it gives an overview of the 20<sup>th</sup> century and contemporary art in Slovakia. In its premises, it displays polythematic and stylish new, old, national and international works of art.

Legal form: a contributory organization

Founder: Košice Self-governing Region

Address: Exhibition halls at Hlavná 27, Košice

Exhibition halls at Alžbetina 22, Košice

Website: [www.vsg.sk](http://www.vsg.sk)

Telephone: +421 (0) 55 681 75 11

### **Vojtech Löffler Museum**

The gallery, in the house of Vojtech Löffler, a major Košice sculptor, hosts a permanent exhibition of his sculptures and an exquisite collection of visual artists' self-portraits and displays contemporary and old art from Slovakia, Europe and the world.

Legal form: a contributory organization

Founder: City district of Košice – Staré Mesto, Hviezdoslavova 7, Košice

Address: Alžbetina 20, Košice

Website: [www.lofflermuzeum.sk](http://www.lofflermuzeum.sk)

Telephone: +421 (0) 55 622 30 73, +421 (0) 55 622 32 34

Email: [lofflermuzeum@gmail.com](mailto:lofflermuzeum@gmail.com)

### **“Kotolňa” (Furnace Room)**

“Kotolňa” is an example of a new concept exploring unexpected connections between different genres, and providing constant support for the local art scene.

Address: Strojárska 3, Košice

Website: [www.divebuki.sk](http://www.divebuki.sk)

E-mail: [info@divebuki.sk](mailto:info@divebuki.sk)

### **“Šopa” (Shed) Gallery**

Founded in 2015 by BIIIF, a civic association, the Šopa Gallery is an independent and friendly place involved in the presentation of contemporary visual art in Košice. It introduces the young and middle generation Central European artists exploring current social issues and trends in fine art. The artists are selected so as to provide an open view of the contemporary art and thus offer space for experimental, interdisciplinary or site-specific projects. The gallery shares its premises with the residential artists' studios within the K.A.I.R. Košice Artist in Residence scheme and cooperates with other organizations, art theorists and curators nationally and internationally. In addition to exhibitions, through focused guided tours, artist talks, lectures and workshops, it engages in the audience development and contemporary visual art education.

Address: Hlavná 40, Košice

Telephone: +421 (0) 911 224 391

Email: [info@sopagallery.sk](mailto:info@sopagallery.sk)

### **DIG Gallery**

Since 2012 DIG Gallery has operated as an alternative platform for the presentation of contemporary digital and media art. DIG Gallery focuses mainly on mapping and popularizing this type of art, establishing local and international relations, supporting art and creativity in general.

Address: Strojársená 3, Košice  
Website: [www.diggallery.sk](http://www.diggallery.sk)  
Email: [info@diggallery.sk](mailto:info@diggallery.sk)

### **Open City Gallery**

The Open City Gallery (abbreviated as O.M.G. in Slovak) is a concept gallery situated in a public space and it comprises mural paintings on the house facades. Its chief goal is the aestheticization of public space, the natural and expected effects of which are the loss of visual smog and cultural enlightenment. Currently, Košice is the only Slovak city having such a specific project.  
Address: the whole city of Košice

### **VUNU Gallery**

It is the most visible activity of the VUNU cultural organization, which may be seen with the naked eye, its aim is to organize exhibitions of young contemporary visual art.  
Address: Hlavná 20, Košice  
Telephone: +421 902 155 011  
Email: [nikolas@vunu.sk](mailto:nikolas@vunu.sk)

### **Small Gallery of Alexander Eckert**

Legal form: an association  
Address: Kováčska 33  
Website: <https://alexandereckerdt.sk>

### **Make Up Gallery**

Address: Hlavná 20  
Website: [makeup.tumblr.com](http://makeup.tumblr.com)

### **Mihal Gallery**

Address: Pri prachárni 5  
Website: [www.hotelmuza.sk](http://www.hotelmuza.sk)

### **NOVA Photogallery**

Address: Hlavná 48  
Website: [www.vkjb.sk](http://www.vkjb.sk)

### **Rotunda**

Address: Zbrojničná 6  
Website: [www.suvke.sk](http://www.suvke.sk)

## 2.4 Galleries in the Košice region

### **Andrássy Picture Gallery in Krásnohorské Podhradie**

The picture gallery is housed in a building built between 1908 and 1909 by the last owner of the Krasnohorské estate, Dionýz Andrássy, a passionate fine art collector. The building was designed by Dezider Hüttl, a Budapest architect. The building served as a gallery until 1938, later it was used for different purposes. In 1978 – 1989, the Mining Museum of Rožňava launched its ethnographic exhibition here, and in 1990 the building was restored to serve its original mission. The exhibited paintings represent the 18<sup>th</sup> and 19<sup>th</sup> century Hungarian portraits.

Legal form: it is administered by a budgetary organization – the Mining Museum in Rožňava

Founder: Košice Self-governing Region

Address: Lipová ul. 122, 049 41 Krásnohorské Podhradie

Website: [www.banmuz.sk](http://www.banmuz.sk)

Telephone: +421 58 732 42 38

Email: [info@banmuz.sk](mailto:info@banmuz.sk)

### **Gallery of the Spiš Artists in Spišská Nová Ves**

The Gallery of the Spiš Artists was established in 1987 and it collects and documents works of art from the Spiš region. Its collections consist mainly of works by regional artists of mid-19<sup>th</sup> century until the present days. These include 1789 works of art, namely paintings, sculptures, graphics and photographs.

Legal form: a budgetary organization

Founder: Košice Self-governing Region

Address: Zimná ul. 46, 052 01 Spišská Nová Ves

Website: [www.gus.sk](http://www.gus.sk)

Telephone: +421 53 417 46 21

Email: [sekretariat@gus.sk](mailto:sekretariat@gus.sk)

### 3 Professional activities of museums and galleries of the Košice Region

The museums and galleries of the Košice region are involved in the below-given activities. Information on the fulfillment of the selected goals has been extracted from the annual reports, personal interviews with the museum and gallery management representatives in the Košice Region and the Comprehensive Report on the state of implementing the Strategy for the Development of Museums and Galleries in the Slovak Republic in 2013-2018. The selected goals are pursued in order to perform a SWOT analysis and subsequent needs analysis pertaining to the professional environment of museums and galleries in the Košice Region.

1. exhibitions and the delimited objectives:
  - elaborating a plan of creating, modernizing and supplementing the exhibitions of galleries, museums – the average of objective fulfillment being 77%;
  - initiating cooperation with organizations of people with visual, physical, hearing, mental impairment and elaborating an overview of accessibility of exhibitions in museums and galleries for these target group visitors – the average objective fulfillment being 38%;
  - construction of new and modernization of old exhibitions equipped with interactive PC technology – the objective being only partially fulfilled due to low financial contributions and poor investment support for overall reconstructions of museums and galleries;
2. building and professional management of the collection fund comprises the following goals:
  - creating better conditions for the items acquisition in accordance with the concept of items acquisition – objective fulfillment being 82%;
3. professional protection of the collection fund, within which the following objectives have been defined:
  - drawing up a plan for the professional handling of collections – the average of objective fulfillment being 82%;
  - supporting the replenishment of material and technical equipment of restoration workshops – objective fulfillment being 65%;
  - elaboration of the project of safety of collection items – objective fulfillment being 93%;
4. research – within this activity, the Košice region museums and galleries have pursued the following goals:
  - compiling plans for research by museums and galleries – average objective fulfillment being 87%;
  - creating better conditions for conducting research by museums and galleries – the average objective fulfillment being approximately 93%;
  - standardizing the research – organizations supervised by the Ministry of Culture of the Slovak Republic have reached 72% of average objective fulfillment;
  - promoting further education of research staff of museums and galleries – the average objective fulfillment being 45%;
  - supporting inter-institutional cooperation in research – objective fulfillment by galleries and museums being 82%;
5. educational activities
  - educating the public through educational and presentation activities by museums and galleries – objective fulfillment evaluated by the Comprehensive Report as excellent;
6. accompanying events and exhibitions:

- organizing social events and community activities to support museum and gallery activities, working with volunteers (use of community service, volunteering in selected activities of museums and galleries) – objective fulfillment evaluated by the Comprehensive Report as excellent;
  - Increasing the number of visitors to museums and galleries (target groups of the Košice region museums and galleries: professional public and the general public) – the average number of visitors to museums and galleries in the Košice region in 2020 decreased by 56% compared to 2019. Revenues from ticket sales decreased by an average of 41% between 2019 and 2020. The pandemic situation thus reversed the favourable development of the year-on-year increase in the number of visitors to museums and galleries in the Košice region (between 2018 and 2019 by 2.38%).
7. promotion and marketing:
- establishing and building member clubs and associations of museums and galleries, project management – according to Comprehensive report the objective is fulfilled at an excellent level;
8. human resource development,
- supporting the employees' mobilities e.g. creating conditions for active participation of museums' and galleries' professional employees in grant research tasks in cooperation with other institutions, research mobilities, cooperation in professional meetings and consultations – the average objective fulfillment being partial partially (53%);
9. collection items digitization:
- scheduling virtual exhibitions and expositions using the results of collection items digitization – the objective being fulfilled insufficiently (19%);
  - developing the concept of the digital media use for educational, leisure-time-and-educational and promotional programs in Slovak museums and – the objective fulfilled insufficiently.

## 4 SWOT Analysis of museums and galleries in the Košice region

The data and information necessary for conducting the SWOT analysis were obtained by means of the following methods and from the following sources: survey, interview method, study of annual reports of museums and galleries of the Košice region, study of relevant scholarly monographs on the issue, annual report of the International Association of Museums MASS Action, scholarly papers in the indexed journals, OECD guidelines on the subject matter.

### 4.1 STRENGTHS

- a relatively strong brand of city museums and galleries with an established reputation;
- relatively high numbers of visitors;
- a long tradition;
- employees' know how and knowledge;
- management employees' know how;
- rich and unique collection and arts exhibition holdings,
- research and publishing activities;
- convenient location of museums and galleries;
- cooperation with the professional public;
- temporary exhibitions;
- well-established pricing policy;
- merchandise – tourist items, gifts and publications offered in all museums and galleries of the Košice region;
- gradual and direct community involvement;
- offering authentic experience in the virtual world;
- sharing information through experience;
- diversification – attractiveness for different audience segments (also perceived as a weakness);
- social significance for communities;
- increasing the use of technology in the arts and cultural heritage presentation;
- sharing values – museums can build communities among people with common interests;
- education support;
- interdisciplinary focus of collections and exhibitions;
- museums present objects that determine who we are and where we came from;
- out-of-class education for all ages and interests – hands-on, informal, practical, using different ways of experience;
- museums and galleries are implementers of community education.

### 4.2 WEAKNESSES

- insufficient remuneration of employees;
- the inability of museums and galleries to present the cultural significance of their contents, collections and exhibitions;
- absence of marketing strategies;
- limited resources at most museums and galleries in the Košice region (not only financial ones) – prevalence of reactive approach over proactive;
- number-of-visitors data are mainly used as a measure of effectiveness;
- failing to use other methods of evaluating the effectiveness of museums and galleries;
- insufficient (or limited) funding of non-profit organizations;
- costly operation of museums and galleries;
- competing for visitors with numerous attractions;

- museums and galleries are harder to reach than huge numbers of online education and entertainment opportunities;
- museums and galleries are perceived by the public as elitist and boring institutions;
- not attracting diverse ethnic or socio-economic audiences;
- lacking the diversity of all kinds;
- perceiving potential partners as competitors;
- not investing in their infrastructures (specifically employees) – salaries, benefits, professional development, progress;
- dysfunctional organizational structure of part of museums and galleries – overlapping competencies and responsibilities of employees;
- not paying attention to front office staff, insufficiently trained front office staff;
- lacking leisure-time corners in the interior and exterior premises of museums and galleries;
- lacking interactive elements and modern technologies;
- the absence of an audio guide in most museums and galleries;
- incorrect or no translation of texts for exhibitions into world languages;
- staff's difficulties regarding the English language use;
- underestimating marketing communication;
- low use of promotion on social networks.

### 4.3 OPPORTUNITIES

- developing 21<sup>st</sup> century educational programs;
- the potential of museums and galleries to catalyse creative communities;
- using multi-source funding;
- creating partnerships with diverse stakeholders;
- providing high quality programs concerning all areas of life;
- maintaining the relevant and competitive contents of museums and galleries in a globalized society;
- creating partnerships with research institutions and universities;
- museums and galleries can become community centres – places where discussions on history, science and art are welcome;
- redefining the mission of museums and galleries so as to become places of quality leisure experience for the whole family;
- increasing new audiences;
- interdisciplinary, deeper and more effective learning through experience;
- assisting schools to create authentic experiences for students;
- integrating technology to enhance traditional exhibits;
- online education and opportunities;
- enhancing and increasing regional cooperation;
- networking activities with other cultural institutions;
- joining international networks;
- providing professional traineeships;
- mobility projects, job shadowing – internships and mobilities for museum and gallery employees with foreign project partners;
- participating in the Erasmus+ program;
- applying for Erasmus+ accreditation;
- developing brand management strategy for museums and galleries in the Košice region;
- building and improving the diversity of museums, galleries, collections, exhibitions, etc.;
- museums and galleries have the ability to respond to the virtual age – from impersonal contact to the need for real personal contact with people – providing real experiences in the digital age;
- taking into account and striving for the sustainability factor in all activities;
- promoting the arts and cultural heritage on social networks;
- raising the interest of young people keen in history, historical and political developments;
- relatively accessible augmented reality in museology.

## 4.4 THREATS

- bad position of historical, aesthetic sciences and culture in Slovak society;
- neglecting cultural education;
- competition from substitutes;
- the issue of maintaining financial sustainability;
- lack of financial resources
- loss of individual uniqueness;
- gradual decline of sponsors;
- cultural trend: devaluation / democratization in "exhibition curating";
- decline in public and government support;
- austerity measures of local governments;
- maintaining outdated models;
- unsatisfactory condition of some buildings and premises;
- costly operation of museums and galleries;
- budget reductions;
- due to digital technologies, culture in its physical form appears to be less interesting and attractive;
- limitations of the Electronic Contracting System.

## 5 Identification of the professional setting needs of the museums and galleries in the Košice region

The individual needs of the professional setting of the museums and galleries in the Košice region were identified with regard to the following activities / areas / aspects / goals of the organization: networking, efficiency and its measurement, audience development, capacity building, communication and PR, exhibition design, cooperation with the creative industries, mobility and residential programs, research and development, management and financing, fundraising, soft skills, marketing communication, cross-border cooperation, quality management and management of change – data collection and their measurement, urban development. The individual needs are formulated as possible activities and strategies intended for enhancing the organization performance.

### Networking

- cooperating with networks of other museums or cultural and social institutions;
- establishing or entering into partnerships with other organizations at the local level and sharing the museum's/gallery's strategy regularly
- sharing information and results with partner institutions;
- joining international networks and associations;
- using the opportunities of the Erasmus+ program to establish consortia and strategic partnerships;
- supporting partnerships with the third sector;
- supporting long-term and sustainable partnerships;

### Efficiency and its measurement

- incorporating processes and methodologies for measuring efficiency as an organization's ability to transform inputs into outputs within the operation of museums and galleries as a legitimate part in the economics of culture;
- recognizing organization's function, not just number-of-visitors data when measuring its effectiveness;
- considering diverse models for measuring the effectiveness of museums and galleries: DEA method (BCC and CCR models) to measure relative efficiency with an appropriate choice of indicators – museum size factor, growth factor, operation factor, digitization and exposure factor, collection growth factor, activities factor (events and exhibitions), number-of-visitors factor, revenue factor

### Audience development

#### *Museums and galleries as places open to communities*

- operating as a centre of associations and local actors for the protection and promotion of cultural heritage reaching beyond the specificity of its collections;
- organizing thematic cultural exhibitions or other activities in order to build relationships between and within communities;
- considering engagement of disadvantaged residential city/town districts and communities;
- urban museums could consider organizing support activities in the surrounding rural areas either on their own or by establishing cooperation or networks with museums or other cultural and non-cultural institutions located there;
- supporting volunteers as much as possible;

#### *A visit to a museum and gallery as an experience encouraging critical thinking and creativity*

- organizing a visit to the museum/gallery as an experience that stimulates creativity;
- tailoring information to different visitor profiles and learning styles;
- supporting participatory curation and community involvement in museum programming.

#### *Museums and galleries as catalysts for a knowledge and creative society*

- seeking information on the education and training needs of specific priority populations identified by local authorities;
- addressing local education and training institutions to jointly design educational activities and explore co-financing opportunities;
- considering both interior and exterior museums' / galleries' premises for delivering educational programs.

### **Promotion of cultural diversity**

- creating opportunities for connecting and co-creating communities through exhibitions and presentations with the involvement of all types of visitors, including people with disabilities;
- addressing communities that do not traditionally go to museums, not only as future visitors but also as potential contributors and volunteers;
- preparing social services budgets to support these activities;
- identifying museum's / gallery's own potential for inclusive and vocational education in accordance with the nature of their collections, their mission and operation.

### **Capacity building**

- promoting the museum and the gallery as artistic and creative centres by organizing residency programs for artists, urban planners, designers, museum/gallery professionals and urban activists;
- assessing their own potential for education and training in accordance with the character of the collections, operation and activities.

### **Communication and PR**

- building a strong identity of the institution drawing on the museum's/gallery's mission;
- re-evaluating the current visual identity of the institution and/or implementing changes - a unified visual identity of promotional and advertising items, invitations, email communication, information and orientation items and elements to be placed on the website and social networks;
- creating social media content on currently most used social networks;
- working on relations with local media;
- regular update of the recipients mailing list, and adding new contacts as part of media-targeted direct mailing;
- responding to visitors' suggestions and preparing attractive events for various target groups as part of event marketing.

### **Exhibition design**

- considering late opening hours in order to use the potential of the museum to contribute to the night-time economy of the area and the region;
- adapting selected premises to facilitate access for local residents and tourists, even outside regular opening hours.
- creating more flexible interior spaces to suit different types of experiences, workshops and exhibitions.
- considering economical and efficient ways of connecting the exposition/exhibition and the museum / gallery premises - e.g. suitable seating, free games, children's corners.

### **Cooperation with creative industries**

- aligning training, innovation, start-up and development services with the support of creative entrepreneurship;
- identifying the local economy sectors willing use artistic, scientific and other resources in cooperation with the museum / gallery;

- facilitating the use of collections by artists, craftsmen, designers, small and medium-sized enterprises and other companies;
- participating in local initiatives that provide innovation, start-ups and business development support for SMEs, entrepreneurs and creative actors.

## **Mobility and residential programs**

- supporting the creative talent, research potential and skills of museum and gallery staff through domestic and foreign mobility programs and residences;
- preparing project proposals and grant applications within the grant schemes targeted on short-term and long-term mobility and residencies.

## **Research and development**

### *Cooperation with companies and research-&-education institutions to support innovation*

- acting as a resource centre for economic operators (entrepreneurs, designers, craftsmen, small and medium-sized enterprises);
- organizing concrete samples of their collections and archives in such a way that economic operators and other stakeholders can benefit from the knowledge gathered in the museum. This ultimately leads to the efficient management of the museum archives, which are linked to the scientific, technological, economic and social background of the area;
- providing open spaces for cooperation, networking opportunities, and adapting infrastructure for knowledge exchange;
- addressing the issue of intellectual property rights of the museum;
- identifying new products or digital tools subject to intellectual property protection;
- developing a strategy for the local products labelling, traditional production systems protection, and for contribution to the development of appropriate frameworks in order to protect intellectual property rights in relation to the cultural expressions of communities;
- organizing regular trainings targeted museum/gallery administrative and technical staff on the protection and updating of archive information;
- establishing research groups for research and sharing research results.

## **Management and financing**

- identifying costs to be shared, and co-financing with other museums/galleries or partners;
- sharing some inputs and resources with other cultural or local government institutions (if possible), e.g. back office functions;
- creating and supporting interdisciplinary structures within the museum/gallery and supporting common facilities across its departments to support them.

## **Fundraising**

- establishing a job position / defining the job description for contact, addressing and cooperation with economic actors (entrepreneurs, designers, craftsmen, small and medium-sized enterprises);
- seizing the opportunity to cooperate with economic actors to stimulate new sponsorships;
- proposing a responsible budget and plan multi-source funding using not only traditional museum / gallery resources to deliver a wide range of programs;
- use new sources of funding deploying the budgets of social welfare, charities, foundations and private sector sponsors.

## **Social skills**

- improving the competencies and skills of employees in order to be able to deliver educational, curatorial and other activities;

- training employees in understanding the strategic approach of an inclusive audience development concept; and working with partners from different sectors.

### **Marketing communication**

- working regularly with the hospitality industry and local cultural institutions to reach and attract a diverse audience;
- considering opportunities for cooperation and synergy with other local cultural institutions and events;
- promoting museums and galleries not only as places of exposition/exhibition, but also as permanent sources of various activities that contribute to local collective well-being.

### **Cross-border cooperation**

- engaging in partnerships in cross-border inter-institutional cooperation;
- cooperating with partners on the development of a cross-border professional museum and gallery environment
- engaging in job shadowing activities in order to obtain know-how in museum and gallery services, quality management.

### **Quality management and management of change - data collection and measurement**

- re-evaluating museum/gallery agenda and timetables, taking into account the collected data on the behavior of visitors and tourists;
- seeking information on regional and local development trends, population changes and tourism trends, and disseminating them internally among its various organizational units and departments.

### **Urban development**

- participating in or establishing multidisciplinary teams in order to define urban design and the use of public space around the museum;
- considering the possibility of managing the surrounding cultural and natural landscape (squares, gardens, parks, etc.) as an extension of the museum to the local urban structure.

## 6. Summary

Mapping the needs of the Košice region museums and galleries professional setting builds on the strategic documents of these types of organizations, annual reports and research in the form of personal interviews with the experts and actors in the field. Within the SWOT analysis, three approaches are confronted:

**Approach I.** – the vertical structure of professional activities defined in the Strategy for the Development of Museums and Galleries of the Slovak Republic, by legislation and founding documents as follows: exposition and exhibition activities, collection items management, scholarly research, educational activities, presentation activities and event management, promotion and marketing, human resources development, collection items digitization.

**Approach II.** – horizontal taxonomy of aspects / goals / indicators of company performance – efficiency measurement, networking, audience development, capacity building, communication and PR, multi-source financing (fundraising), exhibition design, mobility and residential programs, employee education and development, cross-border services, quality management, cooperation with creative industries,

**Approach III.** – redefining the concept of a museum and gallery as follows:

- museums and galleries of the Košice region as active actors researching and fulfilling the needs of communities;
- museums and galleries of the Košice region as effective organizations using variable and sufficient resources and means (not only financial ones);
- museums and galleries of the Košice region as social and creative actors promoting the concept of democratic society, knowledge society and active citizenship.

The confrontation of the given approaches resulted in the identification of specific needs for the improvement and modernization of the Košice region museums and galleries professional setting. The identification of the Košice region museums' and galleries' needs is aimed at the development of local communities in the Košice region and visitors in general.

The following concepts are taken into account in all formulated needs:

- the concept of a knowledge society and learning society;
- the concept of an open society;
- the concept of active citizenship

All identified needs are also formulated in accordance with the following principles:

- the principle of gender equality;
- the principle of unity in diversity;
- the principle of historical consciousness - A nation that forgets its past has no future;
- the principle of respect for the local reality in a globalized world;

The individual proposals are formulated in line with the following priorities as defined by the EU documents for the 2021 - 2027 programming period:

- priority of social inclusion;
- priority of green ecological solutions;
- priority of hybrid solutions for educational and presentation activities - a combination of hands-on and virtual educational activities;
- soft skills development priority
- generic skills development priority;
- digital literacy development priority.

The individual proposals fully take into account the nature of the Košice region museums and galleries, their peculiarities and opportunities. The needs and proposals are formulated so that the delivery of changes is possible both at the level of city museums / galleries, as well as at the level of independent museums / galleries and small municipal museums / galleries.

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### Websites

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