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上海文化发展蓝皮书

主编：王文英 蒯大申

文化体制改革 与上海文化建设

A Cultural Development Bluebook of Shanghai, 2005
Cultural System Reform and Shanghai Cultural Construction

上海社会科学院出版社

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The reform of cultural system is a decisive move to prosper and develop cultural undertakings. To comply with what prescribed by the 16th CPC National Congress, a new run of cultural system reform is being carried out nationwide. Shanghai sees in 2004 the most extensive and dynamic reforms in cultural system. These reforms revolutionize cultural fields, causing great changes as they go further. Fulfilling this new run of reform target relies on rationalizing the relationships among the Party, government and cultural enterprises and institutions; setting up a new state assets management system and a new macro adjustment and control mechanism concerning culture; fostering and regulating the market and establishing the principal part of the market. Scientific concept of development, whose guidance is essential to the reform of cultural system, lays the theoretic

cal foundation for the new concept of cultural development.

Discussion on State Assets Management System of

Shanghai's Publicity Setups/ Yin Liangfu 34

As one of the experimental areas for the reforms of cultural management system, Shanghai has made helpful approaches to the reform of state-assets management system among Publicity setups: It defines the Department of Publicity as the main body of inspecting and supervising and makes the five groups, namely the Liberation Group, Wenxin Group, Cultural and Broadcast Group, Century Publishing Group and Arts Publishing House, and Jingwen Investment Company as profitable bodies engaging in the operation of state assets, who are responsible for handling and managing the state assets of their subordinate enterprises and institutions. Besides, it initially probes into such areas that need solving and improving as the contradictions between complicated inspecting factors and high-ranking management staff, how to prevent "internal staff control", and the mechanism resolving conflicts between the inspector and the persons who are inspected.

Practices in the Structural Reform of Shanghai Century

Publishing Group/ Han Weidong 45

Approved by the Ministry of Publicity and the Press and Publication Administration, Shanghai Century Publishing Group, the first publishing group in the country, was

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established in February 1999 and listed as one of the pilot spots for the reform of cultural system in June 2003. To date, sticking to the principles upholding the leadership of the Party in publicity and cultural undertakings, learning foreign media groups' experiences, Shanghai Century Publishing Group has been carrying out reforms to create a form most adaptable for market economy system by means of overall structure adjustment, to explore a leadership system combining the Party's leadership and legal person administration structure for a publishing enterprise under the circumstances of open and multi-investment system, and to establish an internal management mechanism following the routine of publishing enterprises in production and market competition. It lays emphasis on appropriately resolving the problems emerging during structure adjustment and aims to be a cross-area, cross-industry, cross-media group with international competitiveness.

Inspiration of the Reforms of Shanghai Library and Shanghai Scientific Intelligence Agency to the Reforms of Public Service Organizations/ Wang Chen 61

Public library, a typical public cultural welfare unit and public service institution, plays an indispensable role to modern society. Shanghai Library and Shanghai Scientific Intelligence Agency is a comprehensive public library stressing research and the first complex of library and intelligence agency at provincial level. Research into its reform

practices not only helps promote the reform and development of public libraries in China, but also sets an example for other public service institutions, such as health and education. It is realized that the innovation of public service organizations management requires firstly to set a distinctive goal, and secondly to build and perfect the management system. In 2001, Shanghai Library and Shanghai Scientific Intelligence Agency put forward a strategy of building itself into an "Information hub focusing on knowledge guidance", which formed the base for promoting reforms in business, personnel, distribution and management system. Reform aims at development, and development requires constant reforms in turn. Therefore, reforms must be carried out as business develops.

**Consideration on the Conditions of Performance Brokerage
Organizations in Shanghai / Yang Ruixian 79**

As the performance market is gradually divided and opened, protected by increasingly perfected laws and regulations on cultural market, performance brokerage organizations, especially those non-state-owned organizations with multiple investments, grow quickly and become the shining spots of the performance market in Shanghai. This article, through the analysis of statistics and cases of the performance brokerage organizations in Shanghai in recent years, drawing on the experiences of well-known foreign organizations of its kind, provides useful information for

various performance brokerage organizations in the city in aspects of market orientation, optimizing management mechanism and improving comprehensive competitiveness so as to promote the healthy and stable development of these organizations.

The Pattern and Potential of Cultural Development Judged by New Cultural Plans of Districts and Counties in

Shanghai / Hua Jian 91

Following the guidance of the scientific concept of development put forward by CPC, cultural departments at district level in Shanghai make serial cultural plans. The plans are rooted in reality and ascertained practically. They embody a cultural development idea with contemporary, national and local characteristics. They are accessible to the mass and realize the citizens' cultural rights. They are creative and help integrating and constructing the cultural resources in the Yangtze River Delta. They bring the vigor of governments at both municipal and district level into full play and innovate Shanghai's cultural strategy.

Survey of Shanghai's Cultural Federation / Liu Yi 106

Before 2002, federations in Shanghai were managed by both Social Communities Bureau and related administrative departments. Thereafter, Shanghai Federation Development Administration was set up. Correspondingly, the development and reform of cultural federation are the

inevitable outcomes in this tri-channel management system context. Shanghai cultural federation should follow up the procedures as follows: initially the government encourages enterprises to sponsor, then supports establishing leading committee, finally provides funds and gradually removes its control. Among these, leadership and fund guarantee are the key points. In the process, government should focus on changing its management system and relaxing the restrictions on federation, make conscious efforts to reduce the federation's administrative function and governmental color, and positively interact with the federation in aspects of its establishment, reform and regulations.

A Study of the Supporting System of Community Cultural Center in Shanghai / Shanghai Culture and Broadcast

Bureau Research Group 122

Under the background of cultural development in communities in modern society, community cultural construction project becomes more complicated and depends more on social support. The social supporting system refers to the social system that supports the existence, operation and development of community cultural centre. To urge the community cultural centre to achieve an overall, healthy, stable and sustainable development, the design of its supporting system should be engrained in social reality. This article puts forward a complex system made up of management resources system, information resources sys-

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tem, business resources system, human resources system, and material resources system, which provide a powerful system support for cultural centre works.

Vitalizing the Non-governmental Mechanism of Folk

Cultural Heritage Protection / Cai Fengming 137

The domain of folk cultural heritage protection emerges as an important area of research nowadays in the world. Due to historical reasons, the system and mechanism concerning folk cultural heritage protection have some inadequacies and problems, which seriously restrict the development of folk cultural heritage protection undertakings. Consequently, it is very necessary to adopt concrete policies and measures so as to further vitalize non-governmental mechanism of folk cultural heritage protection and effectively impel the development of these folk factors. The measures include: increasing financial input to key objects, controlling by means of taxation policy, perfecting non-governmental organizations and institutions, making laws and regulations and reforming systems of relics protection institutions, etc.

Study of the Development of Non-governmental Cultural

Enterprises in China/ Wu Zhinan 156

Non-governmental cultural enterprises, most of which are outside cultural system due to institutional barriers, bring new resources and vitality into cultural industry while

removing the barriers. Comparatively speaking, non-governmental enterprises, with flexible mechanisms and various forms, are more sensitive and experienced in market economy. Meanwhile, they are more opportunity and risk-conscious, and adapt better to the market. In general, non-governmental enterprises have risen to be a vital contingent in socialist market economy system after ten years' development. These result from following the rules of cultural production in socialist market economy system. However, as they put profits in the first place, government should pay attention to programming, guiding and inspecting them when they step into key cultural fields that are mainly for social benefits.

The Reform and Development Tendency of the China

Education TV Station / Zhang Lianhong 179

China Educational TV Station is directly affiliated to the Ministry of Education and the only specialized TV Station in the country. Resulting from such systematical problems as severed links between central ministries and local governments, rigid operation mechanism, unclear orientation and single operating model, in addition to science education channels and children's channels opened by CCTV and local TV stations, it loses its advantage of resources and monopoly bestowed policy. Therefore, it aims to "create the largest studying platform in the world, serve to build studying society, serve to the construction of human

resources, serve to undertake educational work that people are satisfied with". Meanwhile, it reconstructs staff composition through employment stimulating mechanism and rebuilds its brand through changing the layout of the channel. It attempts to absorb social resources through cooperation and achieves breakthroughs in dividing the production and broadcast system. On the basis of practices, the reform is going to explore how to balance the relationship between "education and fashion", "public welfare and profitability", and the even development among "media industry", "education and publicity undertakings" and "public resources".

The Course of the Development of Hengdian Film and Television Industries Experimental Zone in Zhejiang /

Xiang Yihua 210

Hengdian film and television industries experimental zone was built upon Hengdian film and television base, which relied on the profits of industrial departments inside Hengdian Group. As an attempt for non-governmental enterprises to step into cultural industry, the base witnesses big progress after 8 years construction, to a certain extent promotes the development of cultural tourism and commercial industry in Hengdian, and improves the overall image of Hengdian Group. However, investments to the base have not yielded any returns from film and television industries for a long time. Above all, the establishment of

this experimental zone has certain significances in breaking the framework dividing production and operation functions because of the system of management through both vertical functional lines and horizontal administrative lines, to form a new coordinated process of production and operation, and to give impetus to upgrade its industrial structure from the low-end to the high-end.

New Approaches to Promoting the Reform of Cultural System and Developing Cultural Industry by Hangzhou's

Cultural Setups / Hangzhou Cultural Bureau 225

During the course of developing cultural industry, Hangzhou's cultural departments hold up the reform of cultural system to implement all-round and profound reforms in four aspects: 1. changing profitable cultural organizations into enterprises through share-holding system renovation, combination and reconstruction, overall structure readjustment and also by stopping production to improve management. The project of "state withdrawing and non-governmental enterprises forwarding" creates a sound foundation for the development of cultural industry. 2. establishing cultural investment companies to integrate state assets and to build a platform for enterprise operation. 3. actively getting integrated into the market and absorbing non-governmental and social capitals to take participation in cultural industry. 4. adopting a series of preferential policies to support profitable cultural organizations to de-

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velop their main businesses.

London Culture Management System and Strategy /Ren

Yiming 232

Culture is London's heartbeat. It underpins the city's social and economical dynamism. The Municipal Government of London pays much attention to its vibrant mixture of diverse cultures, to realize the potential of cultures in creating wealth and bring their educational function into full play for the purpose of "giving immense pleasure to everyone". The researches in London culture management system and strategy, which are built upon the conceptions mentioned above, reveal to us the sound support from London Municipal Government behind London's prosperous culture.

Postscript 245