

Research on the Role of Grass-Roots Cultural Centers in the Improvement of Public Cultural Service Ability

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Abstract: Grass-roots cultural museum, with the public welfare of public institutions, the integrity of institutional settings, the popularity of the work network, the good mass base and other characteristics, have become the pillar of mass culture in cultural governance and play a fundamental role in the construction of public cultural service system. The paper mainly analyzes the basic characteristics of public cultural service system in the operation of grass-roots cultural governance. According to the reality of grass-roots cultural museums, some positive and useful ideas are carried out in the aspects of target orientation, operation mechanism, digital service, team construction, innovation form and regional cooperation, aiming at improving the ability of public cultural service of grass-roots cultural museums and helping to build public cultural service system.

1. Introduction

With the development of society, there are more discussions and practices on strengthening the construction of public cultural service system and improving the capacity of public cultural service. However, since it is a complex and new topic of the ability of grass-roots public cultural service in the construction of public cultural service system, there are still many problems that need to be further studied and solved. In particular, based on the level of grass-roots cultural museums at the county level, some operational strategies are put forward for difficulties existing in the cultural museums at the county level.

2. Functions and Role of Grass-Roots Cultural Museums in the Public Cultural Service System

The construction of public cultural service system is to adhere to the people-centered principle and effectively take guiding the grassroots and serving the masses as the fundamental starting point and belonging point of mass cultural work. Adherence to the people-centered is the highest state, the highest principle, the greatest responsibility and the most basic truth of public culture. Grass-roots cultural museum is a member of the socialist public cultural service system. As a public welfare cultural institution established by the local government, it has been open to the public for free, and provides public cultural services and promotes mass lifelong education. Grass-roots

cultural museum has always played an important role in promoting the development of local public cultural undertakings and the prosperity of local mass culture. In today, in the process of construction of public cultural service system and under the requirement of improving public cultural service capacity, its important position and role are obvious. But for a long time, the self-positioning of the cultural museum (especially the grass-roots cultural museum) has been limited to literary and artistic creation, training, counseling and other aspects. The cultural museum in the new era should show three functions:

First, function orientation of the cultural museum. The provincial cultural museum should become the center of the mass culture and art in the province and play a leading role. The city cultural museum should become the backbone, connecting the preceding and the following, organize and guide the county cultural museum to carry out the popularization of national art, and create and produce art works that reflect the local economic, social, historical and cultural characteristics. The county-level cultural museum should take root in the grassroots and serve the masses, and make efforts in organizing and guiding rural cultural stations, cultural halls, literary and artistic teams, as well as “cultural demonstration households” and “rural cultural talents”.

Second, the responsibility of the cultural museum. The responsibility of the cultural museum is the popularization of national art. Whether the traditional sense of coaching and training lectures, organizational activities, artistic creation, or the broader public cultural service functions in the new era, it is to promote the popularization of art.

Third, the duty of the cultural museum. Universal art popularization is the core task of the cultural museum, and its way of performing its duties is to reach the masses. It is necessary to cultivate a group of art backbones among the masses, unite a group of art lovers, bring a group of cultural associations, and bring activities to the masses, guide and encourage the masses to participate in activities. There are 1,356 township (street) cultural stations and more than 17,000 cultural in Zhejiang province. The responsibility for guiding so many cultural venues lies with cultural venues and cultural workers. In general, the duty of the cultural museum is to guide the grassroots service.

3. The Development Model of Grass-Roots Cultural Museums in New Era

The establishment of public cultural service system is a huge and complex systematic and integrated social project. In order to meet the needs of mass culture, the cultural museum needs to update the operation mode of development and line with the new era in order to better contribute to the construction of public cultural service system. Therefore, the grass-roots cultural museums must comprehensively adjust and update the development model in various aspects such as target positioning, operation mechanism, digital service, talent team construction, innovation form and regional cooperation according to the specific realities.

3.1 Opening Up a New Path for Mechanism Operation

With the progress of society, industries have been transformed and upgraded operation modes in combination with the characteristics of the development of the times. Cultural museums should also conform to the development of the times and open up new paths for the operation of mechanisms in order to adapt to the development of the new era and meet the needs of the masses for public culture. The “grass-roots liaison service mechanism” is an important measure to jointly break administrative barriers and innovate the mechanism during the 14th Five-Year Plan period for Zhejiang Provincial Cultural Museum. With field research and pilot assistance, the effectiveness of the five-level linkage of cultural positions has accelerated the operation of the grass-roots liaison service mechanism. The operation of mechanism mainly includes three modes:

First, provincial activities cover a wide range with five-level linkage model. For example, the project of opening aesthetic education classroom for rural minors is dominated and launched by Zhejiang Provincial Museums. Through the strength of cultural museums at all levels, the provincial linkage mode is linked to township cultural stations and rural cultural halls. In 2021, in addition to music, dance and children ' s art projects are also promoted by the aesthetic education classroom.

Second, Group joint responsibility system with resource complementary sharing. In 2020, according to the different needs and characteristics of cities, Zhejiang Provincial Cultural Museum adopted the combination of “ one department head + six backbones from different departments + three cities “ to set up four joint service groups under the guidance of team members. Through the direct support by province and sharing of group resources in three contiguous regions, the relevant services in each region are fully responsible for the corresponding service group. In 2021, provincial pilot projects focused on the cultivation of rural cultural halls from municipal and county; In 2022, all city hall allocated the resources reasonably, promoted the pilot work at the municipal level and linked it to the cultural station ; then, according to this model, the county cultural museum considers the overall work of the cultural station in the region, so that the cultural station can give full play to its role and promote the cultural hall of the township.

Third, mode of direct docking and guidance. Grass-roots cultural centers receive specific guidance form provincial counseling.

Through the operation of three modes, we focus on supporting the improvement of the group culture service, the expansion of group culture resources and the construction of group culture team in the provincial cultural centers.^[1]

3.2 A Breakthrough in Digital Service

Since experiencing the 3.0 network, the demands for culture has also been increased with the development of the times, while the digital progress of cultural museums is slow especially grassroots cultural museums, which has been unable to meet the needs of the times. The guide the service of many grass-roots cultural centers is out of times and low efficiency. With development of society and times, the cultural needs of the masses are also changing. But some county-level cultural centers hold the idea of unchanging. In recent years, the public cultural service office in the hall has received letters many of which are about dissatisfaction with grassroots cultural activities. Because of lacking of planning, the activities held by some cultural museums couldn't meet the needs of the masses, especially cannot meet the cultural needs of the young generation. The cultural museum should construct an integrated intelligent public data platform in the new era with target positioning and framework design based on its reality. Realize the province ' s interconnection by build the province ' s cultural center digital service platform by grass-roots cultural centers; on this basis, we should strengthen the construction of digital resources, especially local cultural resources ; innovative digital services and promotion, online and offline linkage of digital services ; strengthen the publicity and promotion of provincial linkage, expand service coverage ; At the same time, we should strengthen the dynamic tracking of the digital construction of the cultural museum, and strictly control the ideological security and network security. As far as the work of the cultural museum is concerned, the three tasks of service promotion, the operation of grassroots liaison service mechanism and the digital reform are not carried out on a single line, but are intertwined and need to be considered comprehensively. The service promotion action plan includes online and offline aspects. The offline work is promoted with the grass-roots liaison service mechanism, the online work is carried out on the basis of the interconnection of digital service platforms. The process of digital reform directly affects the overall process of service promotion action.

3.3 Strengthening the Construction of Talent Team

Talent is the foundation of all work. The cultural museum should firmly make good use of talents, and make breakthroughs in the following aspects to ensure the improvement of talent qualities, more reasonable talent structure and gradual optimization of talent growth environment.

First, build a platform to implement mutual help and mutual learning in province. Pay attention to the training of the business cadres, to create more and better national, provincial training opportunities for learning, as well as all kinds of excellent events, drama viewing opportunities, and increase professional exchanges inside and outside the province to broaden the horizons. Taking advantage of the opportunity of major activities, business backbones in various regions have assembled into implementation teams, and promoted the growth and success of business cadres through practice under the guidance of professional teachers. In the operation of grass-roots liaison service mechanism, we will actively explore the linkage training, deployment and sharing of group talents, realize the normalization of post training, and continuously improve the comprehensive quality of business cadres. At the same time, it will further innovate the incentive mechanism consistent with contribution, and improve the talent evaluation system oriented by ability, level, effectiveness and contribution.^[2]

Second, focus on needs and promote the training alliance "1 + 7 + N" mechanism. Deepening the "1 + 7 + N" mechanism of grass-roots service training alliance of Zhejiang Provincial Cultural Museum, is it should take promoting the popularization of national art as an important starting point, the establishment of provincial, municipal and county three-level training alliance system, through the "seven learning" linkage mechanism, the service training of grass-roots cultural museums, three groups and three societies, cultural halls, etc. Through the grass-roots cultural training projects and cultural envoy training activities, the excellent cultural museum of grass-roots service training is evaluated and compared, and the annual grass-roots service training work of the whole province is commended. In order to strengthen the backbone of the group culture society, at the same time, constantly expand the talent team of mass literature and art, and provide strong guarantee for the formation of the five-level linkage network system of the provincial cultural alliance.

Third, build up the volunteer service system. Attention should be paid to speeding up the construction of online and offline volunteer service system in provincial cultural museums. Each museum and each business category should have its own volunteer team. The cultural museum business cadres should not only actively participate in volunteer service, but also do a good job in the management and use of the museum-run literary volunteer team and literary backbone volunteers. Gradually improve to all levels of cultural centers (stations) business personnel as a guide, art college teachers and students, non-public literary and artistic groups, free literary and artistic professionals, art institutions practitioners, social literary and artistic enthusiasts and other participation in the mass cultural volunteer service system. The mass cultural volunteer service system should be improved gradually with all levels of cultural museum (station) business personnel as the guide, art college teachers and students, non-public literary and artistic organizations, free literary and artistic professionals, art institutions practitioners, social literary and artistic enthusiasts and other participation. At the same time, for practical work needs, managers should strengthen the construction of volunteer service brand. The cultural museum should also gradually launch the volunteer service column of the cultural museum system on the digital platform to show the story of volunteers.

3.4 Create the Highlights of people's Cultural Activities

Grassroots cultural museums should grasp the development trend, lead the cultural trend, creatively organize major group activities, and create a good atmosphere of positive energy in the

new era: On the one hand, enrich the form of activities and expand social impact. The large-scale events should give full play to the position advantages, resource advantages and work advantages of the cultural museum, and unite the whole society to strive to create a “show window”. For example, folk music and dance large square performance activities realize the traditional cultural elements re-creation and traditional programs re-innovation, the emergence of a large number of excellent folk art works through performance and exhibition. Digital technology can also be used to co-operate with performances and video linkages in the city halls to make activities more participatory and influential ; the mass (rural) chorus competition is carried out according to the grass-roots liaison service mechanism, which is launched by the provincial level and ' five-level linkage ' online and offline, and then covers the rural cultural hall. The first competition is held by the county and district cultural centers, and the second competition is held by the city cultural centers. The two finals can be held in places where the performance evaluation of the grassroots liaison service mechanism is excellent. Each county and district organize excellent choir teams in the cultural auditorium, sing designated tracks, send videos to perform, and finally video linkage is carried out in the starting ceremony of the provincial competition.” Three Groups and Three Communities” regional linkage demonstration exchange series activities integrate cultural tourism deeply. In addition to the new work competition of “Three Groups and Three Communities”, it also combines the excellent performance and visual works with the scenic spots at the local grass-roots level to perform and display, activate the inherent vitality of rural culture, and promote the interaction and integration of culture and tourism. On the other hand, focus on fine creation and tell good local stories. Some series of creative events emerged on the outstanding award-winning program processing grinding. Some comprehensive exhibitions of visual arts can take the form of online and offline combination, innovation group activities highlights. In the cultural museum activities, we should pay attention to the following three points: first, to meet the public. That is, from the public cultural needs to meet the real cultural needs. The second is to meet the particularity. That is, with local characteristics, local conditions, respect for local folk customs. Third, reflect innovation. Carry out with the times, especially the characteristics of the times, in line with the needs of the new generation of young projects.

4. Conclusion

Of course, the construction of public cultural service system and reinforcement the ability of public cultural services, it doesn't rely solely on the strength of the cultural museum side, but also need the cooperation of various departments, such as cooperation within local government, special funds and fair performance appraisal. Only by the joint efforts of the whole society, can the public cultural service system be truly established, aiming at improving the capacity of public cultural service, meeting with the needs of the public cultural, and enjoying the sweet achievements of cultural development.

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