University of Huddersfield Repository

Taylor, Ruth

From theory to practice: Canalside Studio, a case study

Original Citation


This version is available at http://eprints.hud.ac.uk/id/eprint/20995/

The University Repository is a digital collection of the research output of the University, available on Open Access. Copyright and Moral Rights for the items on this site are retained by the individual author and/or other copyright owners. Users may access full items free of charge; copies of full text items generally can be reproduced, displayed or performed and given to third parties in any format or medium for personal research or study, educational or not-for-profit purposes without prior permission or charge, provided:

- The authors, title and full bibliographic details is credited in any copy;
- A hyperlink and/or URL is included for the original metadata page; and
- The content is not changed in any way.

For more information, including our policy and submission procedure, please contact the Repository Team at: E.mailbox@hud.ac.uk.

http://eprints.hud.ac.uk/
From theory to practice: Canalside Studio, a case study
School of Computing and Engineering Department of Informatics

- Provides courses in engineering, computer science, digital media etc.
- In 2005 validated two new degrees
  - BSc Computer Games Programming
  - BA computer Games Design

To ensure industry relevance curriculum developed in partnership with games companies (Team 17, Rockstar Leeds, GameRepublic etc)
• The University has a long history of sandwich education (originally the mechanics institute)
• The decline in placement opportunities is well documented (e.g. Wilson, 2012)
• Work experience is still regarded as vital in helping graduates gain employment (government, sector skills councils, employers, all say graduates lack skills needed for employment)
• Creative technology industries are important to the UK Economy (there are still shortages of talented graduates with the right skills for these industries, (Livingstone & Hope, 2012))
Problem

- There are particular problems in finding placement opportunities in smaller companies (lots of creative technology companies are SME or Micro-enterprises).
- Even more difficult in creative technology companies where security, IP and coding standards are an issue. (i.e. games companies)
- Problem: Lots of capable students wanting placements but not enough available!
Partial solution

- In 2005 staff from the School successfully applied to the Higher Education Innovation Fund to set up and in-house computer game studio, “Canalside” (with matched funding from the University £200,000 investment)
- A commercial start up and part of University of Huddersfield Enterprises Ltd.
- Fully equipped studio providing year long work placements with bursaries for 8 students each year
- Managed by academic staff from the course team
Canalside Studio

• Getting the funding was the easy bit!
• Academic staff had relevant technical and creative skills but no commercial experience. Students were enthusiastic but inexperienced.
• We asked our games industry partners for help.
• Barriers to entry on AAA consoles and lack of standardisation on mobile in 2005 meant we could only develop on PC.
• Microsoft had recently released XNA framework for indie developers which made development easier
• Students entered international Dream Build Play competition for Microsoft Xbox Live Arcade (XBLA) and came second.
The Dream Build Play prize was a publishing contract with XBLA.
The 80:20 rule

- Although we had a successful game demo and a contract, 80% of the work of making the game lay ahead - we had about 20% of the knowledge required to do this
- We all had to learn very fast
- We learned from games industry members locally
- We learned from Microsoft (XBLA team in Seattle)
- The academic staff had some formal training on business (MBA etc)
- Students and staff learned together as a team
- We learned to be a team
- We made lots of mistakes
Learning to do business

• As a studio start up within the University we had to learn to do business and liaise with internal and external partners
• Microsoft was an intimidating partner but the people we worked with were very helpful and always quick to respond
• Although the University is very committed to Enterprise activity (Times Higher award!) at the time no-one had experience of this sort of software publishing contract
  – This led to delays in finalising the contract and insurances
  – We had difficulties getting the network permissions
  – Communication internally was often slower than when dealing with America.
  – We had to develop new networks across the organisation.
Team-working and Managing

• Working together in a commercial environment required students and staff to reconstruct their relationship.

• Managing the team required a shift in emphasis from teaching related values such as “individual learning”, “experience” and “process” towards pragmatic industry values like “time”, “cost”, “quality”

• Effective team-working is fundamental to games development so the Team had to come first every time.

• The Studio has formal HR rules, which were occasionally needed and we have made some tough decisions.
Lessons

• We learned to make and publish games!
• Learning alongside the students and from industry experts provided an “enterprise apprenticeship” for academic staff.
• Cultural differences between industry and academia present challenges to academic staff engaging in Enterprise.
• Work experience enhances employability, there are no short cuts to this, simulated work in the classroom lacks bite!
Canalside Studio

Benefits

• We have gained professional developer status with Microsoft and have sold some games (not many)
• We are more credible with our industry partners because we have shown that we can make the journey from theory to practice
• The experience of practical games development authenticates teaching.
• Students involved in the studio have gained employment with games developers including: EA, Rockstar, Full Fat, Four Door Lemon, Crytek, Red Kite, Codemasters, Lightning Fish, Team17