



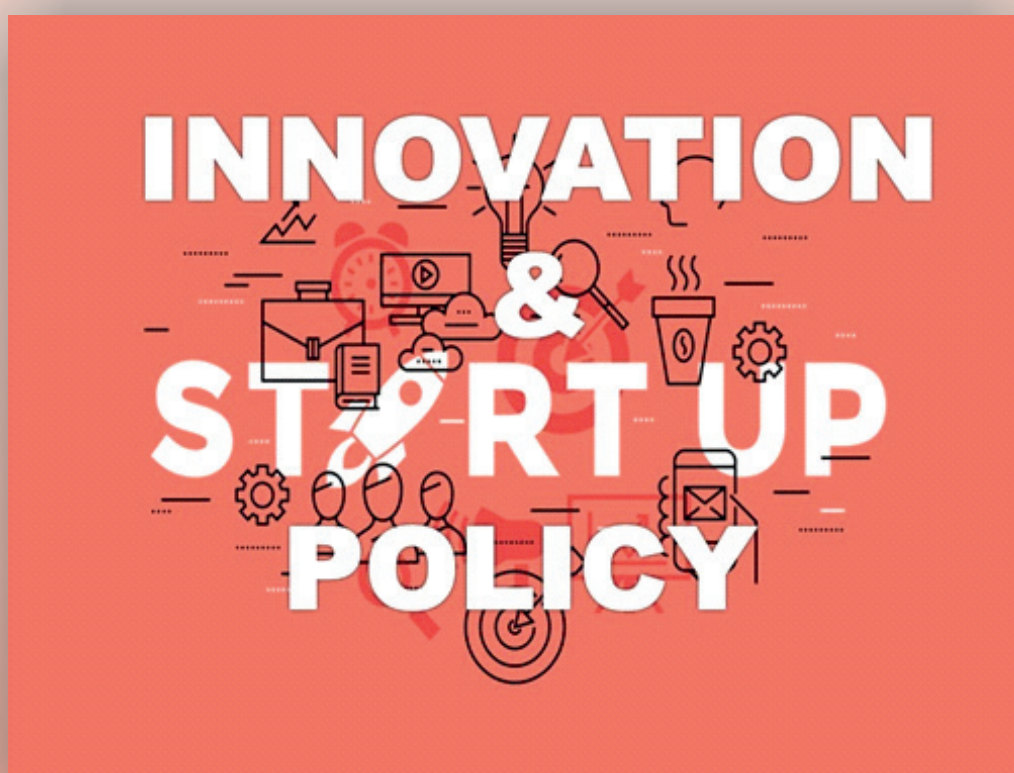
इग्नू
जन-जन का
विश्वविद्यालय



ignou
THE PEOPLE'S
UNIVERSITY



Institution's Innovation and Startup Policy



National Centre for Innovations in Distance Education
Indira Gandhi National Open University
Maidan Garhi, New Delhi
January, 2026

“शिक्षा मानव को बन्धनों से मुक्त करती है और आज के युग में तो यह लोकतंत्र की भावना का आधार भी है। जन्म तथा अन्य कारणों से उत्पन्न जाति एवं वर्गगत विषमताओं को दूर करते हुए मनुष्य को इन सबसे ऊपर उठाती है।”

—इन्दिरा गांधी

“ Education is a liberating force, and in our age it is also a democratising force, cutting across the barriers of caste and class, smoothing out inequalities imposed by birth and other circumstances.”

— Indira Gandhi



Institution's Innovation and Startup Policy



National Centre for Innovations in Distance Education
Indira Gandhi National Open University
Maidan Garhi, New Delhi



Drafting Committee :

Dr. Jyotsna Dikshit, Director, NCIDE, IGNOU
Dr. Oum Prakash Sharma, Additional Director, NCIDE, IGNOU
Prof. M. K. Salooja, Retired Professor, SOA, IGNOU
Dr. Moumita Das, Additional Director, NCIDE, IGNOU
Prof. Anupriya Pandey, Professor, SOMS, IGNOU
Dr. Sujata Santosh, Assistant Director (Selection Grade), NCIDE, IGNOU

Cover Page Designing and Typesetting :

Mr. Praveen Chauhan, EDP, NCIDE, IGNOU

Print Production :

Mr. Tilak Raj
Assistant Registrar
MPDD, IGNOU

January, 2026

© Indira Gandhi National Open University, 2026

ISBN: 978-93-6106-738-9

All rights reserved. No part of this work may be reproduced, stored in a retrieval system, or transmitted, in any form, by mimeograph or any other means, without permission in writing from the Copyright holder.

Information on the Innovation and Entrepreneurship initiatives taken by IGNOU may be obtained from our website: <http://www.ignou.ac.in/pages/190>

Printed and published on behalf of Indira Gandhi National Open University, New Delhi, by the Registrar, MPDD, IGNOU, New Delhi.

Composed and Printed at: Chandu Press, Delhi



Committee for Institution's Innovation and Startup Policy

1.	Dr. Oum Prakash Sharma Additional Director National Centre for Innovations in Distance Education (NCIDE) Indira Gandhi National Open University (IGNOU)	Chairman
2.	Professor M. K. Salooja Retired Professor School of Agriculture (SOA) Indira Gandhi National Open University (IGNOU)	Member
3.	Dr. Jyotsna Dikshit Director National Centre for Innovations in Distance Education (NCIDE) Indira Gandhi National Open University (IGNOU)	Member
4.	Professor Anupriya Pandey Professor School of Management Studies (SOMS) Indira Gandhi National Open University (IGNOU)	Member
5.	Dr. Sujata Santosh Assistant Director (Selection Grade) National Centre for Innovations in Distance Education Indira Gandhi National Open University (IGNOU)	Member
6.	Dr. Moumita Das Additional Director National Centre for Innovations in Distance Education (NCIDE) Indira Gandhi National Open University (IGNOU)	Member and Convener





CONTENTS

Section No.	Section Name	Page No.
1	Preamble, Vision and Mission	06
2.	Strategies and Governance for Promoting Innovation and Entrepreneurship	07
3.	Startup-enabling Institutional Infrastructure	10
4.	Nurturing Innovations and Startups for Students	10
5.	Promoting and Supporting Faculty for Innovation and Startups	11
6.	Intellectual Property Ownership Rights and Licensing of Intellectual Property/Technology	12
7.	Organizational Capacity, Human Resources and Incentives	14
8.	Creating Innovation Pipeline and Pathways for Entrepreneurs at Institute Level	15
9.	Pedagogy and Learning Interventions for Innovation and Entrepreneurship Development	16
10.	Collaboration, Cooperation and Knowledge Exchange	17
11.	Entrepreneurial Performance Impact Assessment	18
12.	Alignment with NIRF and NITI Aayog	20
13.	Novel and Unique Points for Framing the Policy	21
14.	Implementation	22
15.	Mechanism to Coordinate with Schools and Programmes of Respective Schools	22
16.	Policy Administration	23
	Annexure-1: Definitions	24



INSTITUTION'S INNOVATION AND STARTUP POLICY

1. Preamble, Vision and Mission

Preamble

To promote and support high quality Research, Innovation and Technology-based Entrepreneurship and Startup in the Country, Ministry of Education's (MOE's) Innovation Cell and AICTE have brought out a National Innovation and Startup Policy-2019 (NISP-2019). NISP-2019 for students and faculty of Higher Education Institutions (HEIs) aims at enabling the Higher Education Institutes to actively engage students, faculties and staff in innovation and entrepreneurship related activities. This framework will also facilitate the Ministry of Education in bringing uniformity across HEIs in terms of Intellectual Property ownership management, technology licensing and institutional Startup policy, thus enabling creation of a robust innovation and startup ecosystem across all HEIs. The policy focuses on various facets of nurturing the innovation and Startup culture in HEIs, which covers Intellectual Property ownership, revenue sharing mechanisms, norms for technology transfer and commercialization, equity sharing, etc. As per the directions/recommendations of MOE's Innovation Cell, all the Higher Education Institutes have to formulate their own Institutional Innovation and Startup Policy based on the basic principles highlighted in the NISP-2019. Moreover, as the National Education Policy-2020 also focuses on inculcating creativity, innovation and entrepreneurial skills among the students at all levels through innovative ways of teaching-learning process aimed at making students self-reliant and future ready, it becomes more important to develop an Institutional Innovation and Startup Policy. Accordingly, with the approval of the Vice Chancellor, a Committee has been constituted to formulate an Innovation and Startup Policy for IGNOU. The policy, named as **Institution's Innovation and Startup Policy** aims at promoting, supporting and nurturing Innovation, Entrepreneurship and Startup among the students and faculty in the University.

Vision

Institution's Innovation and Startup Policy envisions creating an Innovation and Entrepreneurship ecosystem in the University and enabling the University to



become a renowned National Resource Centre for nurturing the interested potential individuals and Institutes in the country in the field of Innovation, Entrepreneurship and Startups.

Mission

The mission of Institution's Innovation and Startup Policy is to sensitize and create awareness about Innovation, Entrepreneurship and Startup among the students, faculty and other stakeholders of the University and to develop a robust innovation and entrepreneurship ecosystem in the University. It aims at identifying, recognizing, nurturing, supporting Innovation and Entrepreneurship initiatives by the students, faculty and alumni and imparting training and guidance to them to inculcate innovative and entrepreneurial mindset. It also aims at enabling them to set up their own Enterprise/Startup as a contribution of the University towards sustainable growth and the self-reliance mission of the country. The Policy will also focus on mentoring and handholding of the budding Innovators and Entrepreneurs through networking and collaborations with the Alumni, Academia and Industry, etc.

Purpose and Scope of the Policy

The basic purpose of Institution's Innovation and Startup Policy (hereinafter referred to as “**IISP**” or “**the Policy**”) is to create a culture of Innovation and Startup in the University and to bring attitudinal change among the students and faculty towards Innovation, Entrepreneurship and Startup. The Policy will also enable IIC/NCIDE to streamline the existing activities of the University in the field of Innovation, Intellectual Property Rights (IPR), Entrepreneurship and Startup with the active involvement of all the constituents and stakeholders of the university including the Schools and Divisions at Headquarters, Regional Centres and the Learner Support Centres.

The scope of the Policy will include formulating framework and guidelines for development and implementation of various schemes of the University and Government of India on Innovation, Entrepreneurship and Startups for the students, faculty and staff of the University and other stakeholders through the network of Regional Centres and Learner Support Centres in the Country.

2. Strategies and Governance for Promoting Innovation and Entrepreneurship

2.1 Innovation and Entrepreneurship ecosystem development shall be one of the



major dimensions of the University's strategy. To facilitate development of an entrepreneurial ecosystem in the University, specific objectives and associated performance indicators shall be defined for assessment.

- 2.2 A resource mobilization plan shall be worked out to support pre-incubation, incubation infrastructure and facilities including support from the external agencies. A sustainable financial strategy shall be defined in order to reduce the organizational constraints to work on the innovation and entrepreneurial agenda.
 - 2.2.1 Investment in the entrepreneurial activities shall be a part of the institutional financial strategy. As recommended under the NISP-2019, a minimum 1% fund of the total annual budget of the institution needs to be worked out with the support of the Ministry for funding and supporting innovation and startups related activities through creation of a separate 'Innovation Fund'.
 - 2.2.2 Provision shall be made for raising funds from diverse sources to reduce dependency on the public funding. Bringing in external funding through Government Agencies (State and Central) such as DST, DBT, MHRD, AICTE, TDB, TIFAC, DSIR, CSIR, BIRAC, NSTEDB, NRDC, Startup India, Invest India, MeITY, MSDE, MSME, etc. and non-government sources shall be encouraged.
 - 2.2.3 The University may also raise funding through sponsorships and donations. The University shall actively engage alumni network for promoting Innovation and Entrepreneurship (I&E) to sponsor, donate and support the budding innovators and entrepreneur students.
 - 2.2.4 To support technology incubators, the University may approach private and corporate sectors to generate funds, under Corporate Social Responsibility (CSR) as per Section 135 of the Company Act 2013.
- 2.3 The University shall develop an incubator/Incubation Centre of its own with the support from the Government and provide incubation services either in virtual or physical mode, including collaboration with other Incubation Centres for such incubation services.
- 2.4 Importance of innovation and entrepreneurial agenda shall be known across the University and shall be promoted and highlighted at University's programs such as conferences, convocations, workshops, etc. The core values of



innovation and entrepreneurship need to be prepared and amalgamated in the academic framework, which shall be in harmony with the NEP-2020.

- 2.5 For expediting decision-making, hierarchical barriers shall be minimized and individual autonomy and ownership of initiatives shall be promoted. Related copyright and ownership details are provided in Section-6.
- 2.6 Based on this Policy, an action plan shall be formulated at University level with well-defined short-term and long-term goals to integrate the entrepreneurial activities across various Centres, Schools, Divisions and Regional Centres within the University, thus breaking the silos. Micro action plan shall also be developed by the University (including the Regional Centres and the Learner Support Centres) to accomplish the Policy objectives.
- 2.7 Encourage faculty and staff participation by assigning credit in Annual Performance Evaluation. Similarly, students need to be motivated through credits/incentives/rewards.
- 2.8 The product-to-market strategy for startups shall be developed by the students and faculty of the University on a case-to-case basis.
- 2.9 The development of entrepreneurship culture shall not be limited to the boundaries of the University. The University shall be the driving force in developing entrepreneurship culture in its vicinity (regional, social and community level). This shall include giving opportunity for regional startups, provision to extend facilities for outsiders, and active involvement of the University in defining strategic direction for local development through Regional Centres.
- 2.10 Strategic international partnerships shall be developed using bilateral and multilateral channels with acclaimed national and international innovation clusters, industry and other relevant organizations globally.
- 2.11 National and International exchange programs, internships, engaging the national and international faculties in teaching and research shall be promoted.
- 2.12 The new facets related to innovation and entrepreneurship need to be structured by formulating and implementing the IPR Policy for the same.
- 2.13 Monitoring framework needs to be put in place to evaluate and document best practices pertaining to innovation, entrepreneurship and startups highlighting both failures and success stories.



3. Startup-enabling Institutional Infrastructure

- 3.1 The University shall create facilities for supporting pre-incubation [e.g. IICs as per the guidelines by MOE's Innovation Cell, Entrepreneurship Development Cell (EDC), Innovation and Entrepreneurship Development Cell (IEDC), New-Gen IEDC, Innovation Cell, Startup Cell, Student Clubs, etc.], and incubation/acceleration by mobilizing resources from internal and external sources as advised by the NISP-2019.
- 3.2 Incubation-cum Technology Commercialization Unit (ITCU) as recommended by the NISP-2019 shall be established a separate entity and preferably registered under Section-8 of Company Act 2013 or 'Society' registered under Society Registration Act with independent governance structure.
- 3.3 The University may offer mentoring and other relevant services through pre-incubation/incubation units in return for fees, equity sharing and (or) zero payment basis.

4. Nurturing Innovations and Startups for Students

- 4.1 For the students (UG, PG and PhD) special awareness programmes and activities on innovation, entrepreneurship and startups shall be organized as an integral part of the support and extension activities of the University aimed at changing the mindset of the learners and faculty towards entrepreneurship and startups.
- 4.2 The University shall conduct entrepreneurship awareness camps and organize talks of from successful business persons, entrepreneurs and innovators aimed at sensitizing people about being innovative and creative, starting their business venture and influencing the mindset of people.
- 4.3 Students who have started on their own (both for-profit and not-for-profit ventures) shall be encouraged and incentivized by giving them credit transfer, recognizing their work with appreciation certificates and awards, etc. Their respective Schools may honor them during the Alumni meet.
- 4.4 In the University, a database of the students who are either doing their own businesses or working on the top positions (corporate entrepreneurs/intrapreneurs) in well-known companies shall be created. They shall be invited for the meets and talks.
- 4.5 The University shall identify and recognize the aspiring students who have traits of becoming an innovator and entrepreneur and also have the passion



- for it. They shall be categorized as entrepreneurs and intrapreneurs.
- 4.6 The University shall make a provision to nurture and impart training to the potential innovator and entrepreneur students including the specialized training to make them successful innovator and entrepreneurs.
 - 4.7 Innovation Ambassadors certified by the AICTE, a group of Teachers and other Experts from the University and outside shall be identified for mentoring and handholding the potential innovators and entrepreneurs to provide them technological and/or sector specific guidance.
 - 4.8 The University shall organize exhibitions, events, melas, etc. both at Headquarters and Regional Centres where the students, including the alumni, can showcase their innovative products and can contact the potential customers, partners and investors.
 - 4.9 Incubation centre networks shall be identified and approached to provide incubation facilities to the students through the Regional Centres.
 - 4.10 The University in coordination with the students and alumni shall organize sponsored events by bringing in sponsorship from the corporate houses. With the surplus amount, a corpus fund can be created that can be used to grant seed money to the budding innovators and entrepreneurs. Consultancy for IPR can be given by the expert faculty.
 - 4.11 The University shall establish relationships with businesses and industry on local, regional and global level for networking and partnering with external organizations to stay globally connected and foster exchange program with other institutes in the country and across the globe.
 - 4.12 Collaboration with various organizations at Pan-India level shall be done through the network of Regional Centres to help students at each stage of the innovation and startup lifecycle.
 - 4.13 Students club including virtual clubs to foster Innovation and Entrepreneurship in various sectors of national importance shall be established/set up/created.

5. Promoting and Supporting Faculty for Innovation and Startups

- 5.1 Faculty participation in startup related activities, including product development and commercialization, shall be considered as academic activities and due weightage be given in annual performance assessment. The faculty and staff may be encouraged to mentor at least one startup. Faculty



and staff of the university shall be allowed to take sabbatical/special leave/earned leave for working on startup activities with prior permission of the University. The guidelines for the same may be developed in this regard.

- 5.2 The faculty startup shall be based on the technology/activities undertaken by the University where the ownership will be with the University. Such a startup may comprise of faculty alone/with student/with faculty of other institutes/with alumni/with other entrepreneurs.
- 5.3 Innovative projects and startups by the faculty shall be supported from the innovation fund created for this purpose. The faculty shall be allowed to use the University's infrastructure and facilities. The guidelines shall be developed in this regard.
- 5.4 Faculty startup may consist of faculty members alone or with students or with faculty members of other Institutes or with alumni or with other entrepreneurs.
- 5.5 As recommended by the NISP-2019, there shall be no restrictions on shares the faculty can hold in the startup company of a student/alumni/external entrepreneur, if they do not spend more than 20% of their office time at the university in mentoring role.
- 5.6 The University may develop an obligatory framework based on the recommendation of NISP-2019 (allow licensing of IPR from the University to the startup) for faculty startups covering the licensing of IPR/ownership rights and dispute resolution mechanism. Ideally students and faculty, who initiate a startup based on the technology developed or co-developed by them or the technology owned by the Institute, shall be allowed to take a license on the said technology on easy terms, either in terms of equity in the venture and/or license fees and/or royalty to obviate the early-stage financial burden.
- 5.7 Faculty must clearly separate and distinguish on-going research at the University from the work conducted by them at the startup/ company. Faculty must not involve research staff or other staff of the University in activities of the startup and vice-versa.

6. Intellectual Property Ownership Rights and Licensing of Intellectual Property/Technology

- 6.1 The University shall create awareness about Intellectual Property Rights and related aspects by organizing special awareness programs periodically for the



students, faculty and staff. These could be in the form of short-term training programmes, workshops, sessions, panel discussions, etc.

- 6.2 Decision-making body of the University with respect to incubation/ IPR/technology licensing shall consist of faculty and experts. NCIDE may be the nodal centre for incubation and entrepreneurship activities at IGNOU, which will coordinate with various other Incubation Centres in the country either directly or through Regional Centres.
- 6.3 The University shall create an IPR Cell which will be the coordinating and facilitating unit for providing services to faculty, staff and students, such as registration of intellectual property, liaising with external agencies providing consultancy services, etc.
- 6.4 Patent Facilitation Unit shall be created in the University to guide and support the interested students and faculty in preparing submission documents and applying for patent.
- 6.5 The ownership rights of the intellectual property developed as part of academic activity and without significant use of IGNOU facilities or infrastructure the intellectual property shall vest with the inventor/ innovator/entrepreneur.
- 6.6 The ownership rights of the intellectual property developed with substantial use of IGNOU funds/facilities shall vest jointly with the inventors/ innovators and IGNOU. However, this will be decided by a prior, mutual written agreement between IGNOU, the inventor and other Parties, if any.
- 6.7 The ownership rights of the intellectual property created through a collaborative research or sponsored research shall be decided as per a prior, mutual written agreement between IGNOU, the inventor and the other parties.
- 6.8 In the event an agreement does not specify ownership of an intellectual property, IGNOU may, after due evaluation, protect the intellectual property. The ownership then will vest with IGNOU.
- 6.9 IGNOU reserves the right to commercialize the intellectual property when it is generated by the use of substantial resources of IGNOU.
- 6.10 In case of intellectual property generated through sponsored or collaborative projects, and without using substantial resources of IGNOU, and outside the office hours (faculty) the licensing will be decided as per prior, mutual written agreement between the inventor and other parties.



- 6.11 License fee may be upfront fees or one time technology transfer fees or royalty as a sales percentage or shares in the company licensing the technology.
- 6.12 The intellectual property ownership and licensing mechanisms will be administered by the Intellectual Property Rights Cell of IGNOU. Any case of appeal, conflict, grievance, infringement and jurisdiction issues related to ownership of intellectual property or licensing of intellectual property will be governed by the University as per norms.
- 6.13 As recommended by the NISP-2019, in return of the services and facilities, the University may take 2% to 9.5% equity/stake in the startup/company, based on brand used, faculty contribution, support provided and use of institute's IPR (a limit of 9.5% is suggested so that the University has no legal liability arising out of startup).

7. Organizational Capacity, Human Resources and Incentives

- 7.1 Faculty and staff development programmes in innovation and entrepreneurship must be organized.
- 7.2 The faculty and staff shall be encouraged to undertake training courses/MOOCs on Innovation, Entrepreneurship, Startups, Venture Development and Management, etc.
- 7.3 The faculty members with prior exposure and interest shall be deputed for training in the field of Creativity, Innovation, Entrepreneurship and Startups. This will help in fostering the innovation and entrepreneurship culture in the University.
- 7.4 Training opportunities must be provided to the students interested in innovation and startups by organizing awareness camps, workshops, bootcamps, etc. in virtual and blended mode.
- 7.5 To achieve better engagement of staff in innovation and entrepreneurial activities, Institutional Policy on Career Development of staff shall be developed with constant training and up-skilling.
- 7.6 Faculty and departments of the University have to work in coherence and cross-departmental linkages shall be strengthened through shared faculty (faculty exchange programmes), cross-faculty teaching and research in order to gain maximum utilization of internal resources and knowledge.
- 7.7 Periodically some external subject matter experts, such as guest faculty or



alumni can be engaged for strategic advice and bringing/imparting training in the skills, which are not available internally.

- 7.8 In order to encourage and motivate faculty and staff towards innovation and entrepreneurship, the University shall develop academic and non-academic incentives and reward mechanisms for all staff and other stakeholders that actively contribute and support entrepreneurship agenda and activities.
- 7.9 Innovation Champions shall be nominated on periodic basis within the students and faculty from each School, Division and Regional Centres of the University.
- 7.10 A performance matrix shall be developed and used for the evaluation of annual performance of staff and faculty/academics from the Regional Centres in terms of innovation and entrepreneurship and due weightage shall be given during their appraisal.
- 7.11 Annual "Innovation and Entrepreneurship Award" shall be constituted to recognize faculty/student innovations and successful enterprises set up by the faculty/students.

8. Creating Innovation Pipeline and Pathways for Entrepreneurs at Institute Level

- 8.1 The University shall devise a mechanism to ensure exposure of a maximum number of students to innovation and pre-incubation activities at their early stage of innovation and to support the pathway from ideation to innovation to market.
- 8.2 Initiatives such as idea and innovation competitions, hackathons, workshops, bootcamps, seminars, conferences, exhibitions, mentoring by academic and industry personnel, throwing real life challenges, awards and recognition shall be routinely organized as an open innovation strategy.
- 8.3 The University shall link the startups and enterprises of students and faculty with wider entrepreneurial ecosystem.
- 8.4 The University shall identify and support the potential innovator and entrepreneur students by organizing various activities.
- 8.5 Facilities are to be created to bring the potential student entrepreneurs in close contact with real life entrepreneurs, which will help the students in understanding real challenges.



- 8.6 The University shall setup Regional Innovation, Entrepreneurship and Startups Councils at all the Regional Centres to reach out to the maximum number of students. The Regional Councils shall have the responsibility to identify the innovations and startups at the regional level, provide mentorship for such activities and coordinate with the Incubation Centres and the State Government (as and when required) to facilitate the translation of the ideas into businesses.
- 8.7 The University shall strengthen the Institution's Innovation Council(IIC) as per the guidelines of MOE's Innovation Cell and allocate appropriate budget for its activities.
- 8.8 For strengthening the innovation funnel of the University, a provision for seed funding to the potential entrepreneurs be created.
- 8.9 The University shall organize networking events to create a platform for the budding entrepreneurs to meet investors and pitch their ideas.
- 8.10 The University must develop a ready reckoner of Innovation Tool Kit, which must be kept on the homepage on institute's website to answer the doubts and queries of the innovators and enlisting the facilities available at the institute.
- 8.11 The alumni network of the University shall be utilized to mentor and support the students interested in Innovation and Entrepreneurship. Alumni network shall also be enabled to support the University by sharing their expertise and resources which are not available internally.

9. Pedagogy and Learning Interventions for Innovation and Entrepreneurship Development

- 9.1 Pedagogical learning interventions must be made at the University level to create a conducive environment and academic support to foster more innovations and startups among the faculty, academics, academic counsellors and learners.
- 9.2 Students shall be encouraged to develop entrepreneurial mindset through experiential learning by exposing them to training in cognitive skills (e.g. design thinking, critical thinking, etc.), by inviting first generation local entrepreneurs or experts to address young minds.
- 9.3 Learners shall be encouraged to prepare project reports on innovative/entrepreneurial ideas as part of various programmes to boost the spirit of innovation and entrepreneurship among them. Academic counselors



shall be oriented to promote innovation and entrepreneurship by encouraging the learners to take up such project reports.

- 9.4 The University shall try to integrate curricular activities with enterprise-related activities to prepare the students for creating the startup through education.
- 9.5 Re-designing the academic curriculum and pedagogy of the University Programmes in a phased manner to build in the core values of innovation and entrepreneurship shall be done.
- 9.6 Academic-Industry-Government linkages shall be institutionalized to enable student internship programme and collaboration with technology incubators, startup projects, technology transfer organizations, venture capital firms and industry to fulfill the needs of students interested in innovation and startups. The Regional Centres shall take facilitate the linkage of the innovations and startups initiated by the learners of their respective regions with the industries in taking their ideas to business.
- 9.7 Existing Government policies and support schemes on innovations and entrepreneurship must be widely disseminated among the various stakeholders of the University through various educational media.
- 9.8 Small credit courses for students on innovation, entrepreneurship and allied areas shall be developed.
- 9.9 A MOOC/Course on SWAYAM or module on innovation and entrepreneurship shall be prepared and be made as an integral part of all the programmes, especially programmes designed to meet the market needs like BCom, BBA, MBA, MCom, BCA, MCA and MSCIS, etc.
- 9.10 Study credits shall be provided to the students involved in innovation and startup activities. Student evaluation in specific programmes shall be based on innovation projects as part of their Programmes and Courses.

10. Collaboration, Cooperation and Knowledge Exchange

- 10.1 The University shall engage different stakeholders for promoting and supporting entrepreneurial agenda of the university and create relationships with external stakeholders including private industries. The potential partners, resource organizations, micro, small and medium sized enterprises (MSMEs), social enterprises, schools, alumni, professional bodies and entrepreneurs shall be identified to support innovation and entrepreneurship and co-design the programs.



- 10.2 The University shall encourage knowledge exchange through collaboration and partnership and the university shall provide support mechanisms and guidance for creating, managing and coordinating those relationships.
- 10.3 The University shall organize networking events for better engagement of collaborators and shall open up the opportunities for staff, faculty and students to allow constant inflow/intake of ideas and knowledge through meetings, workshops, conference, seminars, webinars, space for collaboration, lectures, etc. on regular basis. Mechanism shall be developed by the University to capitalize on the knowledge gained through these collaborations.
- 10.4 Faculty, staff and students of the University shall be given opportunities to connect with their external environment through formal and informal mechanisms such as internships, teaching and research exchange programmes, clubs, social gatherings, etc.
- 10.5 Single Point of Contact (SPOC) mechanism shall be created in the University for the students, faculty, collaborators, partners and other stakeholders to ensure access to information pertaining to innovation, entrepreneurship and startups.
- 10.6 The University shall devise a mechanism to ensure maximum exploitation of entrepreneurial opportunities with industrial and commercial collaborators.
- 10.7 Knowledge management shall be done by the University through development or innovation knowledge platform using in-house technological capabilities.

11. Entrepreneurial Performance Impact Assessment

- 11.1 Well-defined and innovative evaluation parameters for pre-incubation, incubation, entrepreneurship, etc. shall be developed as further described below. These parameters shall be used for regular impact assessment of University's entrepreneurial initiatives such as pre-incubation, incubation, entrepreneurship education.
- 11.2 Monitoring and evaluation of knowledge exchange initiatives shall be undertaken. Engagement of all Schools/departments and faculty in the entrepreneurial teaching and learning shall be assessed.
- 11.3 Number of startups created, support system provided at the institutional level and feedback of participants, new business relationships created by the institutes shall be recorded and used for impact assessment.
- 11.4 Formulation of strategy and impact assessment shall go hand in hand. The



information on the impact of the activities shall be actively used while developing and reviewing the entrepreneurial strategy.

11.5 Impact assessment for measuring the success shall be in terms of sustainable social, financial and technological impact on the market. For innovations at pre-commercial stage, development of sustainable enterprise model is critical. COMMERCIAL success is the ONLY measure in the long run.

11.6 Mechanism for doing an impact assessment

The parameters for pre-incubation, incubation, entrepreneurship, etc. that shall be used for regular impact assessment of institute's entrepreneurial initiatives will be in close alignment with the NIRF parameters to measure innovation. These parameters would mainly include the following :

A. Pre-Incubation and Incubation Infrastructure and Facilities

1. Existence of Pre-Incubation Facility (Tinkering Lab/Makers' Space/ Design Centre/ New Gen IEDC/IEDC/EDC/Innovation Cell/Startup Cell) as part of Incubation Centre
2. Existence of Incubation Facility/Incubation Centre
3. Existence of IPR Cell/Patent Facilitation Unit/Technology Transfer Centre
4. Funding by IGNOU
5. Collaboration with other Incubation Centres, HEIs and Industry Associations/R&D institutions/Entities in startup ecosystem

B. Financial Support for Innovations

1. Number of Ventures /Startups recognized by DPIIT/Startup India
2. Number of Ventures/Startups received external funding/investment
3. Number of Innovation Grants received from Government and other Organizations

C. Innovation Achievement

1. Number of Innovations at various stages of Technology Readiness Levels, and their progression over time
2. Number of recognitions received by the Innovators
3. Number of recognitions received by the startups
4. Number of Ventures/Startups reached revenue stage



D. Research and Innovation Output

1. Number of Publications on I&E in reputed Journals
2. Number of Citations in reputed Journals for Quality of Publication
3. Number of IPR and Patents : Published and Granted
4. Number of Patents Commercialized/Completed Technology Transfer Process

E. Pre-Incubation and Incubation

1. Number of Pre-Incubation activities and expenditure on them
2. Number of Incubation activities and expenditure on them
3. Number of Ideas under Pre-incubation
4. Number of Ideas/Startups under Incubation

F. Capacity Building Programmes on I&E

1. Number of Student Empowerment Programs in Innovation, Entrepreneurship and IPR.
2. Number of Faculty Development Programs in Innovation, Entrepreneurship and IPR.
3. Number of Credit Courses offered in Innovation, Entrepreneurship and IPR.

G. Adoption Level of Innovation and Entrepreneurship (I&E) Policy

1. Registered in the NISP portal for I&E Policy Adoption (NISP)
2. Annual performance of Institution's Innovation Council (IICs)
3. Participation in KAPILA Portal (KAPILA)
4. Participation in Smart India Hackathon (SIH)

With time, more parameters could be included to measure sustainable, social and technological impact in the market.

12. Alignment with NIRF and NITI Aayog

- 12.1 Alignment with NIRF Ranking: The parameters of the NIRF for innovation will be followed for impact assessment as described in Section 11 above.
- 12.2 Alignment of recommendations with NITI Aayog: The Policy is in alignment with the recommendations of Niti Ayog's India Innovation Index 2020,



especially with the indicators of innovation. Some of the indicators are :

- i. Enrolment in PhD
- ii. Higher Education Institutions with NAAC Grade A and above
- iii. Grassroot Innovations
- iv. Patent Applications Filed
- v. Trademark Applications Filed
- vi. Presence of Startups
- vii. New Businesses Registered
- viii. Publications
- ix. Expenditure on Higher and Technical Education
- x. Expenditure on Science, Technology and Environment
- xi. Citations
- xii. Knowledge-intensive Employment
- xiii. Incubator Centres

12.3 Guidelines issued by various government entities from time to time, e.g. DST, ANRF, Atal Innovation Mission, can be referred to implement the IISP.

13. Novel and Unique Points for Framing the Policy

The Policy is designed to meet the innovation needs of the students of the ODL System, who are based at a distance, compared to students of a conventional university, which makes it innovative and novel in its approach and philosophy. Further IGNOU's ODL system is a three-tier system with headquarters, regional centres and learner support centres. The Policy recommends the Regional Centres to be actively involved in Section 8.6 above.

IGNOU's all India ecosystem is much larger compared to that of any other educational institution in India. Also, as the student and alumni profiles are highly diverse, IISP is sector-agnostic and will be made as easy to understand and easy to implement so that its learners and guides (faculty) have a uniform and comprehensive understanding on innovation, TRLs, patents, IPR, entrepreneurship, etc. and they also are able to develop industry-linked/market-ready innovations. All these components make IISP unique and novel.

Further, pedagogical innovations to carry out Innovation and Entrepreneurship activities are included in IISP. The ODL system follows a different pedagogy and



instructional delivery system compared to the conventional system, and accordingly, the section 9.3 of the Policy stipulates above to engage the learners and be involved in entrepreneurial projects. Similarly, section 9.5 advises to re-design the academic curriculum and pedagogy of the University Programmes in a phased manner to build in the core values of Innovation and Entrepreneurship.

The Policy ensures mechanisms to obtain the necessary funding to establish startup-enabling institutional infrastructure and foster innovation and research in the university, thus enabling it to contribute to Viksit Bharat @2047.

14. Implementation

In order to implement the Institutional Innovation and Startup Policy of IGNOU, besides strengthening the existing infrastructure at NCIDE, the Schools of Studies, Centres and Divisions, particularly the Regional Centres of the University shall be involved in organizing innovation and entrepreneurial activities. The Regional Centres in coordination and collaboration with the NCIDE and the Schools of Studies shall provide mentorship to the learners working on the innovations related to different schools of studies. Cross-departmental linkage will not only create a culture of innovation and startup in the University, but also help in guiding and mentoring the potential innovators and entrepreneurs. The University shall provide necessary human resources and financial support to take up the activities suggested in the Policy. For effective implementation of the Policy, faculty and staff associated with it need to be incentivized.

15. Mechanism to Coordinate with Schools and Programmes of Respective Schools

NCIDE as the nodal agency of innovation in the University shall implement the guidelines of the IISP in close coordination with the University's Schools, Divisions, Centres, Units, etc. further building upon the existing initiatives and activities.

- 15.1 For developing innovative programmes, as recommended in the policy, the Schools may collaborate in a project mode with NCIDE for organising workshops, discussions, expert opinions, or any other relevant activity for innovation, entrepreneurship, or to improvise their processes, pedagogy, tools, etc.
- 15.2 For every 6 months, on sequential basis one or more Schools at IGNOU become the lead-partner with NCIDE to jointly drive the innovation and entrepreneurship in their corresponding vertical – e.g. NCIDE and School of



Agriculture driving the innovations and entrepreneurship in agriculture, crop rotation, productivity enhancement, organic farming, use of drones and technology in agriculture.

16. Policy Administration

- 16.1 Timeline for the Policy: IISP shall be implemented with immediate effect once it is approved by the Board of Management, to provide necessary impetus to IGNOU's initiatives in the area of innovation, startups and incubation.
- 16.2 Date of Policy Review: IISP shall be reviewed once every 3 years of implementation, with a provision for annual ATR to be submitted to competent authority



ANNEXURE-1: DEFINITIONS

Accelerators	Startup Accelerators design programs in batches and transform promising business ideas into reality under the guidance of mentors and several other available resources.
Angel Investor	An angel investor is a wealthy individual who invests his or her personal capital and shares experiences, contacts, and mentors (as possible and required by the startup in exchange for equity in that startup). Angels are usually accredited investors. Since their own funds are involved, they are equally desirous in making the startup successful. As the name suggests, Angel Investors are the early-stage investors for a startup, much prior to the investment rounds later by the Venture Capitalists (VCs).
Cash Flow Management	Cash flow management is the process of tracking how much money is coming into and going out of your business.
Co-Creation	Co-creation is the act of creating together. When applied in business, it can be used as is an economic strategy to develop new business models, products and services with customers, clients, trading partner or other parts of the same enterprise or venture.
Compulsory Equity	An equity share, commonly referred to as ordinary share also, represents the form of fractional or part ownership in which a shareholder, as a fractional owner, undertakes the maximum entrepreneurial risk associated with a business venture. The holders of such shares are members of the company and have voting rights.



Corporate Social Responsibility	Corporate social responsibility (CSR) is a self-regulating business model that helps a company be socially accountable - to itself, its stakeholders, and the public.
Cross-disciplinary	Cross-disciplinary practices refer to teaching, learning, and scholarship activities that cut across disciplinary boundaries.
Entrepreneurial Culture	A culture/society that enhance the exhibition of the attributes, values, beliefs and behaviors that are related to entrepreneurs.
Entrepreneurial Individuals	An Individual who has an entrepreneurial mindset and wants to make his/her idea successful.
Entrepreneurship Education	Entrepreneurship education seeks to provide students with the knowledge, skills and motivation to encourage entrepreneurial success in a variety of settings.
Experiential Learning	Experiential learning is the process of learning through experience, and is more specifically defined as learning through reflection on doing.
Financial Management	Financial Management is the application of general principles of management to the financial possessions of an enterprise.
Hackathon	A hackathon is a design sprint-like event in which computer programmers and others involved in software development, including graphic designers, interface designers, project managers, and others, often including domain experts, collaborate intensively on software projects.
Host Institution	Host institutions refer to well-known technology, management and R&D institutions working for developing startups and contributing towards developing a favorable entrepreneurial ecosystem, by hosting/establishing the Incubation Centre at the campus/its facilities.



Incubation	Incubation is a unique and highly flexible combination of business development processes, infrastructure and people, designed to nurture and grow new and small businesses by supporting them through the early stages of development.
Incubation Centre	An ecosystem developed by the university/academia to promote innovation and entrepreneurship among the faculty, students, alumni and general public, leading to economic activity and setting of business venture (startups). The ICs also channelize government funds to support the startups, besides providing valuable mentoring support, industry connect, intellectual capital, infrastructure, networking and credibility.
Intellectual Property Rights Licensing	A licensing is a partnership between an intellectual property rights owner (licensor) and another who is authorized to use such rights (licensee) in exchange for an agreed payment (fee or royalty).
Knowledge Exchange	Knowledge exchange is a process which brings together academic staff, users of research and wider groups and communities to exchange ideas, evidence and expertise.
Pedagogy and Experiential Learning	It refers to specific methods and teaching practices (as an academic subject or theoretical concept) which would be applied for students working on startups. The experiential learning method will be used for teaching 'startup related concepts and contents' to introduce a positive influence on the thought processes of students. Courses like 'business idea generation' and 'soft skills for startups' would demand experiential learning rather than traditional class room lecturing. Business cases and teaching cases will be used to discuss practical business situations that can help students to arrive at a decision while facing business dilemma(s).



	Field based interactions with prospective customers; support institutions will also form a part of the pedagogy which will orient the students as they acquire field knowledge.
Pre-incubation	It typically represents the process which works with entrepreneurs who are in the very early stages of setting up their company. Usually, entrepreneurs come into such programs with just an idea of early prototype of their product or service. Such companies can the graduate into full-fledged incubation programs.
Prototype	A prototype is an early sample, model, or release of a product built to test a concept or process.
Science Parks	A science park, also known as a research park, technology park or innovation centre, is a purpose-built cluster of office spaces, labs, workrooms and meeting areas designed to support research and development in science and technology.
Seed Fund	Seed fund is a form of securities offering in which an investor invests capital in a startup company in exchange for an equity stake in the company.
Special Purpose Vehicle	Special purpose vehicle, also called a special purpose entity, is a subsidiary created by a parent company to isolate financial risk. Its legal status as a separate company makes its obligations secure even if the parent company goes bankrupt.
Startup	An entity that develops a business model based on either product innovation or service innovation and makes it scalable, replicable and self-reliant and as defined in Gazette Notification No. G.S.R. 127(E) dated February 19, 2019.
Technology Business Incubator	Technology Business incubator (TBI) is an entity, which helps technology-based startup businesses with all the necessary resources/support that the



	startup needs to evolve and grow into a mature business.
Technology Commercialization	Technology commercialization is the process of transitioning technologies from the research lab to the marketplace.
Technology Licensing	Agreement whereby an owner of a technological intellectual property (the licensor) allows another party (the licensee) to use, modify and/or resell that property in exchange for compensation.
Technology Management	Technology management is the integrated planning, design, optimization, operation and control of technological products, processes and services.
Venture Capital	It is the most well-known form of startup funding. Venture Capitalists (VCs) typically reserve additional capital for follow-up investment rounds. Another huge value that VCs provide is access to their networks for employees or clients for products or services of the startup.



QR Code – Website



QR Code – NCIDE



QR Code – NCIDE



QR Code – NCIDE X



QR Code – IGNOU



QR Code – Virtual



First in Atal Ranking of Institutions for Innovation Achievements-2021 (CFIs-Non Technical)



Five Star Rating in 2019-2020



Four Star Rating in 2020-2021



Four Star Rating in 2021-2022



NIRF Innovation Ranking-2023



Four Star Rating in 2022-2023



Four Star Rating in 2023-2024

MPDD/IGNOU/P.O. 0.0K/January

ISBN: 978-93-6106-738-9