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From the Editor's Desk

At the outset, I take this opportunity to express my sincere gratitude to all the Editorial Board Members, Editors, Peer Review Members, contributors, and readers for making *Cyber Times International Journal of Technology & Management* an outstanding success. Their unwavering support, dedication, and commitment to academic excellence have significantly contributed to the growth and reputation of the journal.

We are pleased to present **Volume 19 – Issue 2** of *Cyber Times International Journal of Technology & Management*. This issue features a collection of high-quality research papers and scholarly articles that reflect contemporary developments, innovative ideas, and critical insights across emerging areas of Technology, Management, Law, Education, and other multidisciplinary domains. The diversity of topics covered in this issue highlights the increasing importance of interdisciplinary research in addressing global challenges and opportunities.

The overwhelming response received from researchers, authors, academicians, law-enforcement agencies, and industry professionals for submitting their research papers and articles is deeply appreciated and duly acknowledged across the globe. Their valuable contributions have enriched the journal's content and strengthened its role as a platform for disseminating knowledge, fostering innovation, and encouraging scholarly dialogue among academia, industry, and society.

On behalf of the Editorial Team, I extend my heartfelt thanks to all authors for their valuable research contributions and to our reviewers for their constructive evaluations that help maintain the highest standards of publication quality. We hope that the research published in this issue will inspire further inquiry, collaboration, and advancement in various fields of study, while continuing to serve as a meaningful resource for our readers worldwide.

We look forward to receive your valuable and future contributions to make this journal a joint endeavor.

With Warm Regards,



Dr. ANUP GIRDHAR

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Transforming Higher Education Institutions from Teaching Centres to Thought Leadership Hubs

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ABSTRACT

Higher education institutions (HEIs) have traditionally focused on teaching and knowledge dissemination. However, in the modern knowledge economy, universities are expected to play a broader role in research, innovation, and intellectual leadership. This study explores how HEIs can transform into thought leadership hubs that influence policy, industry, and societal development. The research emphasizes the importance of research culture, industry–academia collaboration, digital knowledge dissemination, and effective institutional leadership in supporting this transformation. A mixed-method approach was used, combining survey data from faculty members, administrators, and research scholars with qualitative insights from academic literature and institutional documents. The findings indicate that universities investing in research, collaboration, and digital platforms are more likely to emerge as influential centres of knowledge and innovation. The study also provides recommendations for policymakers and academic leaders to strengthen the intellectual and societal impact of higher education institutions.

KEYWORDS: *Higher Education Transformation, Thought Leadership, Research and Innovation, Industry–Academia Collaboration, Knowledge Economy*

Introduction

Higher education institutions have traditionally focused on teaching and knowledge dissemination. However, in today's knowledge-based economy, universities are also expected to contribute to research, innovation, and policy development. Thought leadership in higher education refers to the ability of institutions to influence ideas and practices through research and intellectual contributions. Despite this growing expectation, many universities still face challenges such as limited research funding, rigid administration, and weak industry collaboration. This study examines how

universities can transform from teaching-focused institutions into thought leadership hubs through strong research culture, institutional support, and collaborative practices.

Research Gap

1. Limited research on how higher education institutions can develop as thought leadership hubs beyond teaching and student outcomes.
2. Lack of integrated studies examining the combined influence of institutional leadership, policies, and research culture on university transformation.

3. Insufficient empirical research on university transformation and innovation ecosystems in the Indian higher education context.
4. Limited studies exploring the combined role of industry–academia collaboration, leadership, and research culture in fostering thought leadership in universities

Study Objectives

1. Examining the evolving role of higher education institutions in knowledge creation and dissemination.
2. To identify the key factors that enable universities to become thought leadership hubs.
3. To analyse the role of industry–academia collaboration in strengthening research and innovation.
4. To propose a strategic framework for transforming higher education institutions into thought leadership hubs.

Methods of Research

Design of Research

The study used a mixed-method research design that combined qualitative and quantitative techniques. This design allowed for a comprehensive understanding of institutional transformation within higher education.

Participants the study involved a total of **170 respondents**, including:

- 120 Faculty Members ,30 Academic Administrators ,20 Research Scholars

Participants were selected using **purposive sampling**, ensuring that individuals involved in research, teaching, and institutional administration were adequately represented.

Study Hypotheses

The following theories were developed in light of the study's objectives:

H1: Higher education institutions' capacity to serve as centers of thought leadership is significantly correlated with their research culture.

H2: Institutional leadership and strategic vision significantly influence the transformation of universities into thought leadership hubs.

H3: Industry–academia collaboration has a significant positive impact on research and innovation in higher education institutions.

H4: Universities with stronger collaborative networks and research support systems demonstrate higher levels of knowledge creation and dissemination.

Hypothesis Testing

Descriptive statistics were used to analyze quantitative data obtained from structured questionnaires (frequency and percentage analysis) and inferential statistics (correlation and chi-square tests). A 5% significance threshold ($p < 0.05$) was used to test the hypotheses. The quantitative findings were further supported by qualitative insights from interviews and document analysis to better understand the factors influencing thought leadership in higher education institutions.

Techniques for Gathering Data

Several techniques were used to gather data for the study:

1. Structured Questionnaire

A questionnaire consisting of 40 items was distributed to faculty members, administrators, and research scholars to gather quantitative data regarding research culture, institutional leadership, and collaboration practices.

2. Interviews

Selected academic administrators participated in semi-structured interviews to

learn more about institutional tactics and difficulties.

3. Document Analysis

Institutional policies, research reports, and strategic planning documents were reviewed to understand the broader institutional context.

Analysis of the Data

Descriptive statistical methods like frequency distribution, percentage analysis, and graphical representation were used to analyze the gathered data. Thematic analysis was used to look at qualitative data from document analysis and interviews.

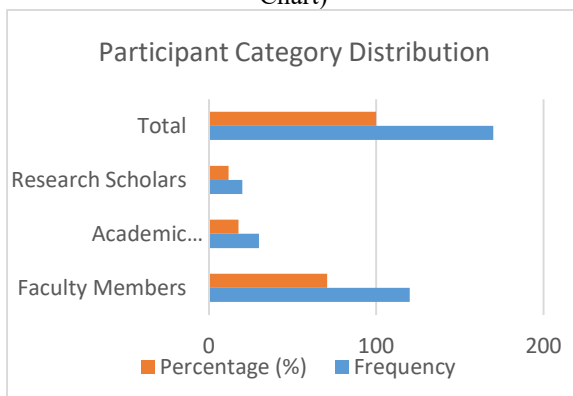
Table 1: Distribution of Participants by Category

Participant Category	Frequency	Percentage (%)
Faculty Members	120	70.6
Academic Administrators	30	17.6
Research Scholars	20	11.8
Total	170	100

Interpretation:

The majority of respondents in the study are **faculty members (70.6%)**, reflecting their central role in teaching, research, and knowledge generation. Academic administrators represent 17.6%, contributing insights into institutional policies and leadership. Research scholars represent 11.8%, providing perspectives on research culture and innovation.

Graph 1: Participant Category Distribution (Bar Chart)



Interpretation:

The bar chart clearly shows that **faculty members dominate the sample**, highlighting their importance in shaping research and institutional transformation.

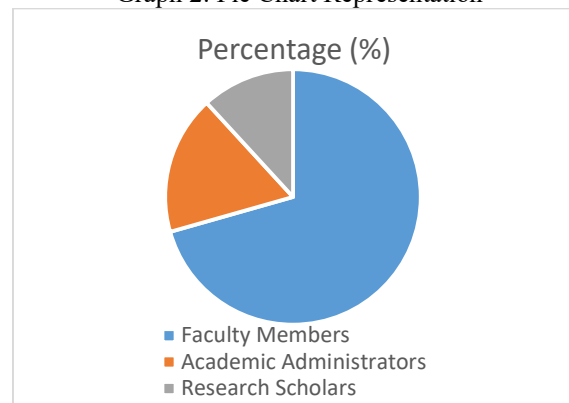
Table 2: Percentage Representation of Participants

Category	Percentage (%)
Faculty Members	70.6
Academic Administrators	17.6
Research Scholars	11.8

Interpretation:

According to the table, more than two-thirds **of the participants are faculty members**, which ensures strong academic perspectives in the study

Graph 2: Pie Chart Representation



Interpretation:

The pie chart highlights that **faculty members constitute the largest portion of respondents**, reflecting their active involvement in research and innovation activities within higher education institutions.

Table 3: Institutional Representation of Participants

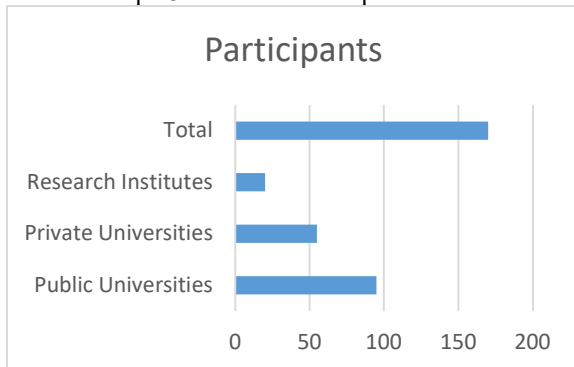
Institution Type	Participants
Public Universities	95
Private Universities	55
Research Institutes	20
Total	170

Interpretation:

Faculty members contribute significantly to research output, while administrators

influence policy implementation and scholars represent emerging academic perspectives.

Graph 3: Institutional Representation



Interpretation:

Public universities represent the largest group of respondents, reflecting their significant role in research and policy development within higher education.

Results

The study findings show that research culture, industry-academia collaboration, digital platforms, and institutional leadership are key factors in transforming higher education institutions into thought leadership hubs. Strong research support enhances academic reputation, industry partnerships promote innovation and funding, digital platforms expand global knowledge sharing, and visionary leadership helps build effective research ecosystems.

Discussion

The study highlights that higher education institutions must move beyond traditional teaching and actively engage in research, innovation, and policy development. A strong research culture, industry-academia collaboration, digital transformation, and effective institutional leadership are essential for achieving thought leadership. However, challenges such as limited funding, administrative barriers, and weak collaboration networks must be addressed

through strategic planning and institutional support.

Limitations of the Study

- Limited sample size
- Focus primarily on selected universities
- Reliance on self-reported perceptions from faculty members

Future Research Directions

Future studies should explore:

- Longitudinal analysis of institutional transformation
- Comparative studies between global universities
- Role of artificial intelligence and digital learning ecosystems in thought leadership development

Conclusion

The transformation of higher education institutions into thought leadership hubs is essential in today's knowledge-driven economy. This study emphasizes that strong research culture, collaboration, digital knowledge sharing, and effective leadership are key to this transformation. By promoting research excellence and strategic partnerships, universities can strengthen their intellectual influence and contribute to the development academically, socially, and economically.

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