

CODE

| Code of Community Engagement

INTRODUCTION

The Pierre Elliott Trudeau Foundation fosters a Community of bold, cutting-edge researchers and community leaders who hold strong views and stand out in their respective fields, who explore, ask difficult questions, and discover new horizons as they blaze new trails. The Foundation openly encourages the free transmission and dissemination of knowledge by its Scholars, Fellows, and Mentors in the spirit of intellectual freedom and the Foundation's Four Themes, through its *Brave Spaces* designed to encourage dialogue across difference and foster open debate, while respecting diversity of all forms. These sometimes-difficult conversations are fundamental to Engaged Leadership as we strive to identify our blind spots and create innovative solutions to today's increasingly complex problems. The Four Themes at the heart of the Foundation's programming are: Human Rights and Dignity, Responsible Citizenship, Canada and the World, and People and their Natural Environment.

The Foundation has a robust culture of **accountability**, particularly during this time of change and innovation. Change is disruptive and rallying a community around innovation and an agenda of renewal requires trust. Cultivating trust requires rigorous accountability and a respectful environment. For the Foundation, accountability means recognizing responsibility, taking risks, and rewarding excellence.

From its inception, the Foundation's **Community** has been encouraged to engage in critical dialogue through profound curiosity and deep listening. We believe that exposure to a Plurality of Perspectives encourages better collaboration, openness to difference, creativity, and innovation. These factors also contribute to improving research and strengthening mutual understanding among bold and open-minded Scholars.

Ultimately, the Foundation's mission is to empower Scholars to have meaningful **impact** in the world. To deliver on this promise, the Foundation invests in innovative researchers who experiment and adapt in fast-changing landscapes and demonstrate an ability to work with those who hold a variety of perspectives and hail from different walks of life. Rooted in the Four Themes and centred on our Leadership Curriculum, the program challenges Scholars to engage with new and different ideas for intellectual discussion and debate – the driving force behind the Foundation's *Brave Spaces*. Importantly, these discursive spaces are underpinned with a safety net of strong policy, empathy, and mutual respect.

The Foundation embraces complex thinking as a mode of apprehending social and scientific reality and as a challenge to knowledge, thought, and action. When we question certainties, we approach a problem through **complexity**. For the Foundation, this means recognizing the possible influences of everything around us, the environment – tangible or virtual – in which we

find ourselves, and the people with whom we engage, including their unique certainties. This also means recognizing the various ways in which we gain knowledge: our brains are indeed part of our bodies, and our emotions do not exist in a separate dimension from our physical perceptions or intellectual thoughts. As individuals, we exist through connections, and, in this regard, complexity is a challenge to the notion that one can only speak of and for one's own lived experience.

Regarding problems through the lens of complexity allows us to avoid essentialism, as we are forced to look beyond shortcuts and avoid stereotypes. Through this type of critical thinking, we are invited to explore representations and deconstruct them, identifying – to follow in Edward Said's footsteps – how and why they are constructed.

FRAMEWORK

The following document outlines a code that informs successful engagement in pluralistic settings and encourages a culture of academic and intellectual freedom and open speech. At the same time, this code constitutes a positive and healthy environment for members of the Foundation Community to engage and interact in the Foundation's programming to the fullest extent. Through this Code, its Policies, and practices, the Foundation commits to providing an environment built upon dignity and respect, ensuring its Community is aware of these resources and responsibilities, and to implementing a process for dealing with complaints or resolve conflicts that is accessible, impactful, and fair.

Diversity and a Plurality of Perspectives

Brave Spaces are environments that are accountable and democratic. They value difference and expect participants to share their experience and come to new understandings. With this notion of dialogue and collaboration in mind, Community members accept to take risks as we choose a path that – although it may elicit discomfort – ultimately prompts creativity, freedom, and greater understanding.

In this context, *Brave Spaces* reflect the Foundation's definition of diversity as including gender, race, disability, language, socioeconomic background, Indigenous knowledge, and region of origin, as well as Plurality of Perspectives. *Brave Spaces* are brought to life through our Leadership Curriculum focused on leadership of self, leadership among others, and leadership of systems, as well as the six key aspects of our leadership program, namely: Audacity & Resilience, Diversity, Collaboration, Communication & Sharing Knowledge, Creativity & Innovation, and Duty of Service.

Before embarking upon a leadership journey such as this, we must reflect on our strengths, our weaknesses, recognizing the angles that we do and do not know. This leadership journey is one of learning that is firmly rooted in a robust exchange of ideas alongside fellow Scholars representing diversity in many forms, hailing from a wide range of backgrounds, and holding a variety of perspectives. To successfully complete such an immersive and challenging leadership

journey, we must uphold the Principles below.

DEFINITIONS

- | “Community”: includes all active and alumni Scholars, Fellows, and Mentors
- | “Directors and Members”: members of the Foundation’s governance bodies, namely the Board of Directors and Members of the Foundation
- | “Foundation”: the Pierre Elliott Trudeau Foundation
- | “Staff”: all those presently employed by the Foundation

PRINCIPLES

We, the Pierre Elliott Trudeau Foundation Community:

- | Act as critical thinkers who celebrate the principle of academic freedom, including the possibility of engaging in disagreement and critique in formulating ideas, and embrace a sense of duty towards the costs and benefits of our decision-making capacities;
- | Welcome human relations as a place of complex interconnection and exchange where we all, as strategic actors, exercise performative power;
- | Are open, welcoming, and willing to create community and display mutual respect, kindness and compassion in our interactions with each other;
- | Contribute to a healthy learning environment for all members of the Community, where tensions and contradictions are welcomed and celebrated as they reflect greater understanding through the lens of power and knowledge;
- | Understand that we are perceived to be a reflection of the Foundation’s values with a duty to uphold its integrity and reputation, whether directly or indirectly, in our interactions with the community and the general public;
- | Work collaboratively with members of the Community, Staff, and Directors and Members;
- | Engage in active listening during Foundation programming and respect the dignity of all;
- | Work to honour the different experiences each member brings to the *Brave Spaces* while acknowledging the pervasiveness of the unknown;
- | Recognize and respect the different emotions and vulnerabilities that different people may experience and pledge to treat them with authenticity and respect;
- | Engage in profound curiosity in the journey towards leadership of self, leadership among others, and leadership of systems;
- | Respect confidentiality while also sharing important lessons learned through discussions and *Brave Spaces*; and,
- | Become familiar with the *Policy on the Prevention of Harassment and Violence* and take responsibility to ensure the Policy is adhered to.

CONCLUSION

To be part of the Pierre Elliott Trudeau Foundation community is to explore new ideas, themes, and horizons, while appreciating the conceptualized ambivalence at the heart of intellectual discussion and debate. The physical, the spiritual, and the intellectual all contribute to a holistic, fulsome conception of knowing and being. The Foundation's *Brave Spaces*, the lynchpin of its programming, are the forum in which these ideas and experiences come together, serving and supporting the work of cutting-edge doctoral researchers as they become Engaged Leaders with meaningful impact in their institutions and communities.