

HOW APOLOGY CAN PROMOTE EXEMPLARY PRACTICES FOR REDUCING SPECIAL EDUCATION DISPUTES



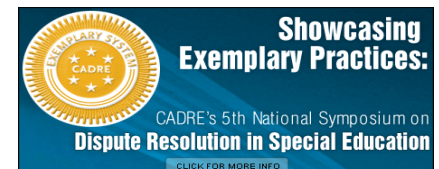
HOW APOLOGY CAN PROMOTE EXEMPLARY PRACTICES FOR REDUCING SPECIAL EDUCATION DISPUTES

CADRE 2011 Symposium Sessions
Thursday, October 27, 2011

Concurrent Session 6.3
3:45 p.m. – 5:15 p.m.

M. Prudence Hutton J.D.

FOR TRAINING PURPOSES ONLY; NOT LEGAL ADVICE



The National Center on Dispute Resolution in Special Education

"Encouraging the use of mediation and other collaborative strategies to resolve disagreements about special education and early intervention programs."

APOLOGY

Promotes resolution



"Every child-gifted, normal, and handicapped-- has a fundamental right to educational opportunity.... The time has come when we can no longer tolerate the invisibility of the handicapped in America. But too often we keep children whom we regard as different or a disturbing influence out of our schools and community activities altogether. Every child -- gifted, normal and handicapped -- has a fundamental right to educational opportunity. Justice delayed is justice denied."

Senator Hubert Humphrey 1971



APOLOGY AGENDA

- **Maximizing apologies to resolve Special Ed. disputes**
- **Where apologies are prevalent**
- **Lessons learned from Medical Errors arena**
- **Importance in early resolution, mediation**
- **Apology Basics**
- **Apology Radar**
- **New World Apologies in Special Ed. disputes**

TODAY'S CULTURE OF APOLOGY

- **Mania**
- **Explosion**
- **Phenomenon**
- **Craze**
- **Rage**
- **Increasing use contributes to dispute resolution**
- **Becoming a ritual**

HISTORY OF APOLOGY

- **Abraham Lincoln's 2nd inaugural address apology: “*Malice toward none, with charity for all....*”**
- **Apologies increase in importance post-WWII**
- **Apologies in medical errors**

MULTI-DISCIPLINARY APPROACH

**Expansion and changes in dispute resolution
now include:**

- **Neuroscience**
- **Social psychology**
- **Evolutionary biology**
- **Behavioral economics**
- **AND apology**

Forgiveness is significant in medical arena

Skill sets for mediators are changing

WHERE APOLOGIES ARE USED

Celebrities

Government

Diplomats

Corporations

Law --Civil & Criminal

Employment Law

Medicine

Where is Education?

CELEBRITY APOLOGIES



Public
Prolific
Polished
They Pop!

GOVERNMENT APOLOGIES

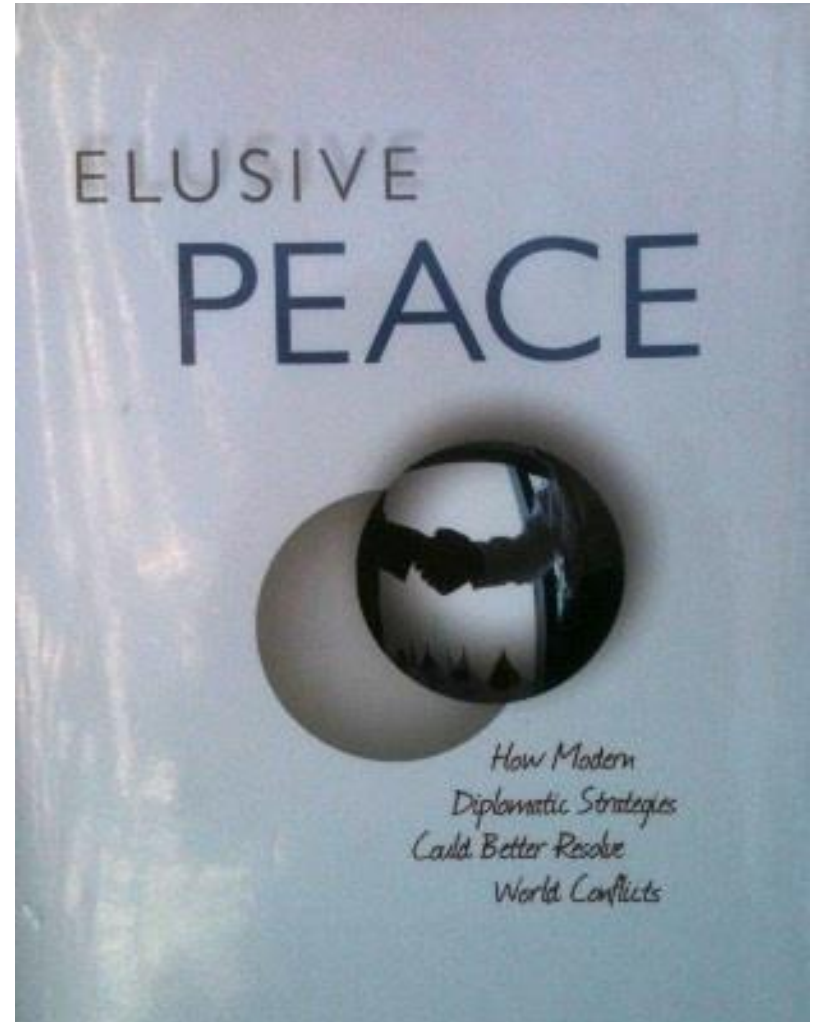
**President Bill Clinton:
series of evolving apologies
the Lewinsky matter**



DIPLOMATIC APOLOGIES

“Mediation can lead to real peace.... mediation provides an amazing opportunity to learn how to talk with your enemy. If that lesson is learned well through a professionally conducted mediation, the parties may develop a newfound capacity to work through the inevitable difficult programs they will face in the future.”

Kofi Annan & the Kenyan Crisis of 2007-2008
by Douglas Noll



CORPORATE APOLOGIES

Exxon Valdez 1988: no apology until 20th anniversary book from Captain

San Diego oil spill 1988: *“Our lawyers tell us it’s not our fault, but it sure feels like our fault and we’ll do everything we can to fix it.”*

BP Gulf of Mexico 2010: delayed & inadequate

CIVIL LAW APOLOGIES

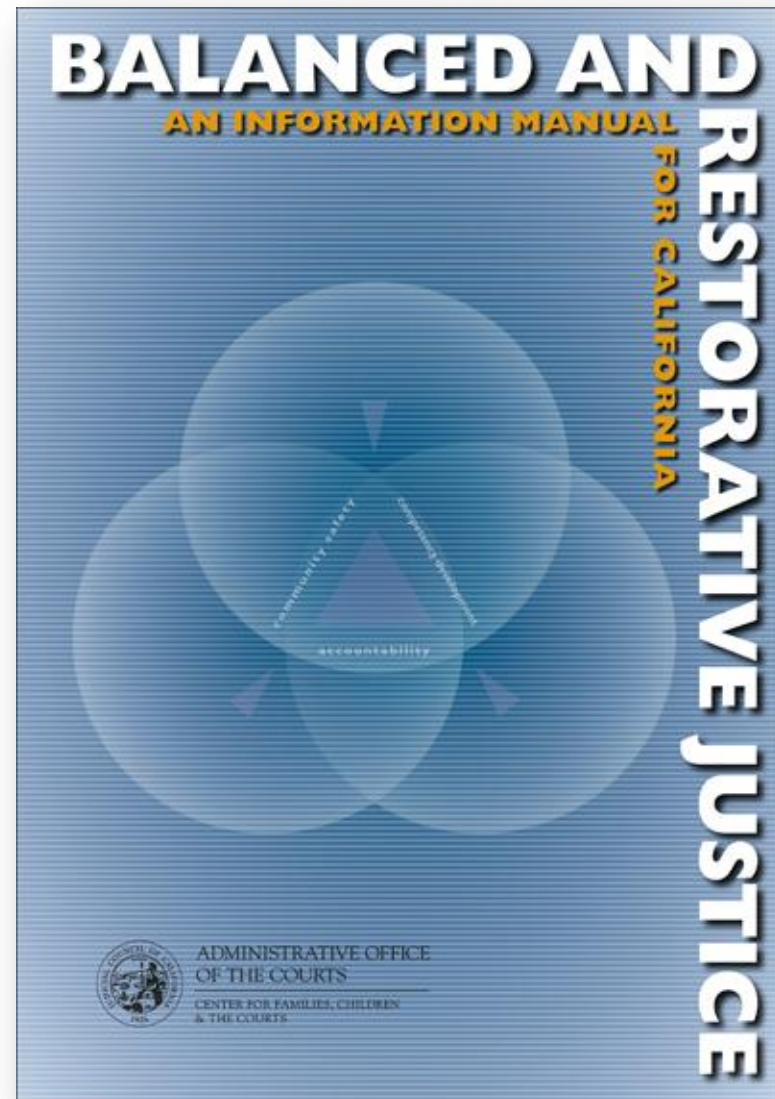
“Growing body of research that suggests that when potential defendants apologize, victims may look more favorably on settlement”



**Jennifer Robbenoth
Harvard Negotiation
Law Review 2008**

CRIMINAL LAW APOLOGIES

**Restorative Justice
Apology to victims**



EMPLOYMENT LAW APOLOGIES

Apologies can:

- **make up for missed communication**
- **get the plaintiff to view things more reasonably**
- **often be substituted for dollars**

(How ADR Works, 2002: Am Bar Assoc, Chapter 22.)

APOLOGY IN CYBERSPACE

<http://oneminuteapologist.com>

postanapology.blogspot.com

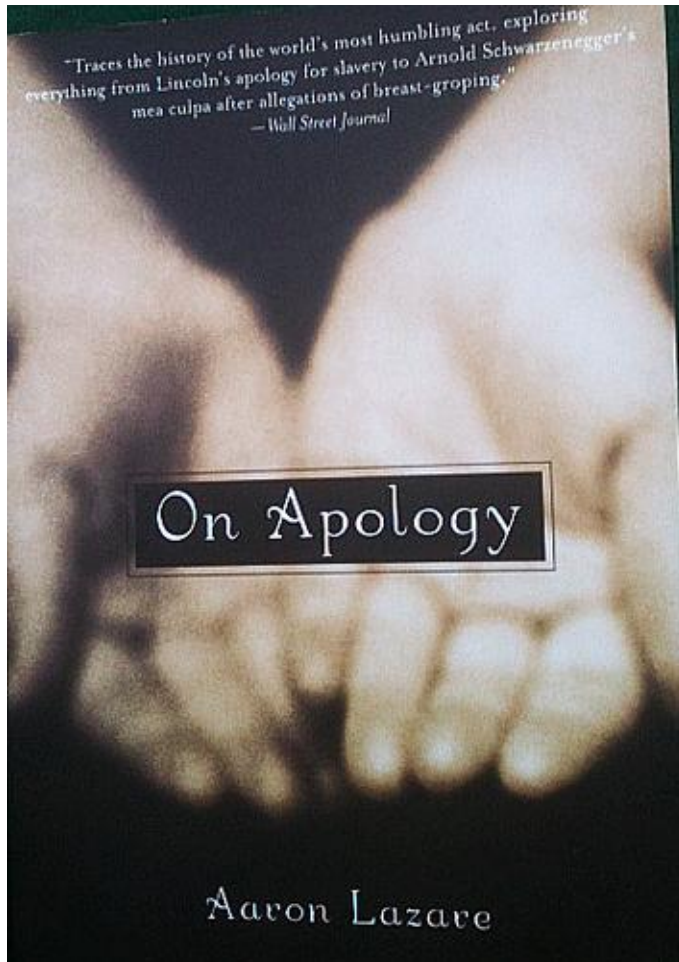
www.perfectapology.com



APOLOGY FOR MEDICAL ERRORS

- **Apologies encouraged**
- **Legislation**
- **Professional activity – AMA, Joint Commission**
- **Researched & implemented “SorryWorks”**
- **ABA dispute resolution conference 2010**
(Civil Collaborative Law Symposium: Bringing Healing to Law in Medicine in Adverse Medical Events)
- **Lessons & applicability for Special Ed disputes**

APOLOGY'S LEADING M.D. EXPERT



**Aaron Lazare, M.D.,
pioneered use in hospitals in
his book “*On Apology*”**

- *How to apologize*
- *When to apologize*
- *Benefits of apology*

BENEFITS LIABILITY RISKS

Apologies in context of potential medical liability:

- **reduces likelihood of lawsuit**
- **decreases time spent on closing claims**
- **results in lower dollar-value claim settlement**
- **increases patient satisfaction**

APOLOGY REPAIRS TRUST

- **Apologies should play a prominent role where there is inherent dignity, trust or relational injury.**
- **Money is simply not enough in resolving medical errors.**
- **The doctor-patient relationship is built on trust – trust in diagnosing and treating health problems.**
- **When an error occurs this trust is violated.**
- **When the physician fails to acknowledge the error and to apologize, the injury is compounded.**

Robert A. Creo, Master Mediator Institute “I’m Sorry Acknowledgment and Apologies in Preventing Medical Mal-Practice Claims” from Duke Un Center for Bioethics, Humanities, and History of Medicine Workshop 1/15/09

BENEFITS LIABILITY RISKS

- **Traditionally lawyers controlled messaging to ensure nothing could be construed as an admission of guilt.**
- **Healthcare professionals have long been taught not to apologize for fear of malpractice charges.**
- **New trend - 35+ states have Apology Statutes**



BENEFITS LIABILITY RISKS

Aaron Lazare, M.D.:

“When doctors are allowed to acknowledge mistakes and apologize for them, it turns out financially better for the healthcare organization.”

"One of the theories is that people sue because they are angry... And they grow angrier when they feel their doctors are not being honest with them.”

APOLOGY VS. MONEY

Injured parties often admit that they would value a personal apology as much as or perhaps more than any potential monetary settlement.



DALKON SHIELD 1999

www.nytimes.com/1999/02/20/opinion/a-cash-settlement-but-no-apology.html

"A Civil Action" 1998 Movie

REMEDY COMPARISONS

MEDICINE

- **Civil court/tort remedies**
- **Medical malpractice**
- **Punitive damage**
- **Licensing by state**
- **Regulatory & Certification
FDA, Joint Commission**
- **Standard of care—
objective**
- **Evidence-based decisions**

EDUCATION

- **Administrative process before
limited appeal in court**
- **NO “education malpractice”**
- **Limited damages, no punitives**
- **State & Federal advisory only**
- **Accrediting agencies review**
- **NEW and varying standards**
- **NCLB: “scientific "research-
based & best practices**
- **Accountability subject to
legislative change**

APOLOGY: SUPERGLUE OF LIFE

For Better or For Worse®

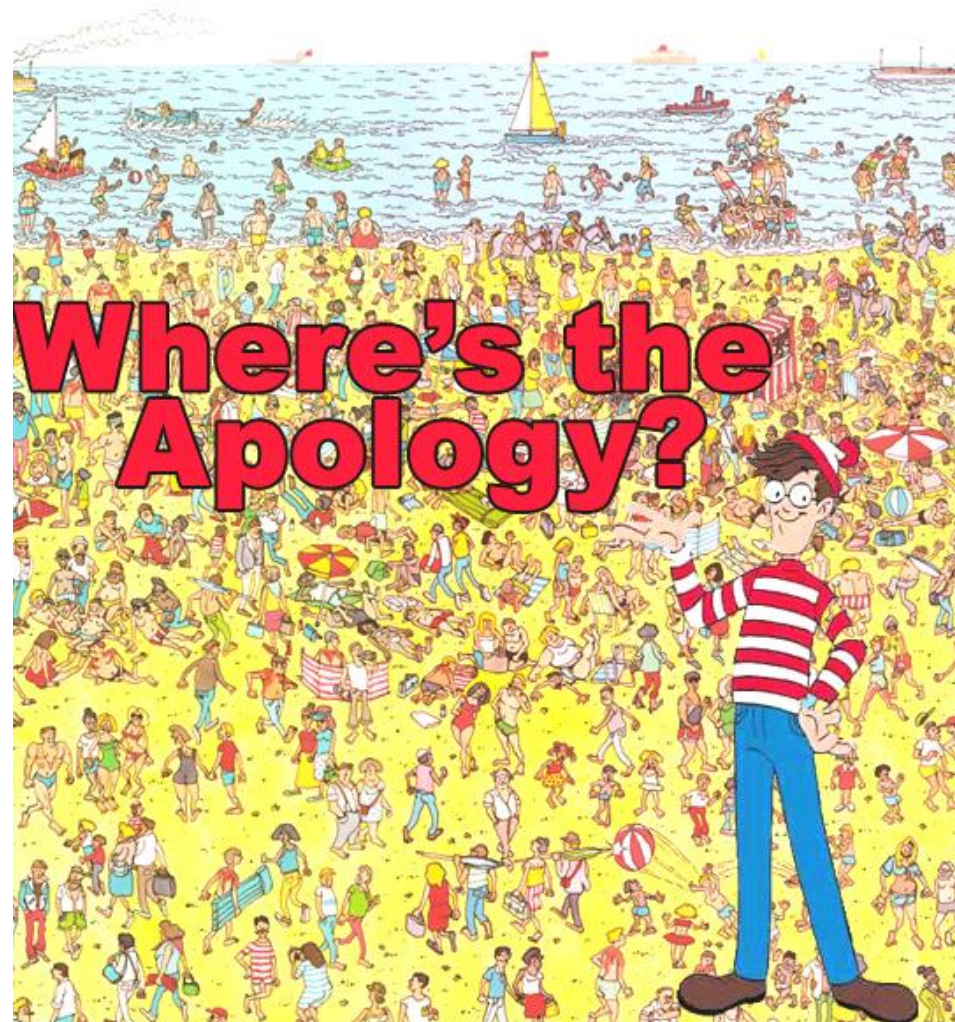
by Lynn Johnston



APOLOGY IN SPECIAL EDUCATION

 **Very limited in U.S. Public Education**

 **Literature search:
very scarce research
and mention of
APOLOGY**



APOLOGY IN SPECIAL EDUCATION

 Training materials

2 States PA IA

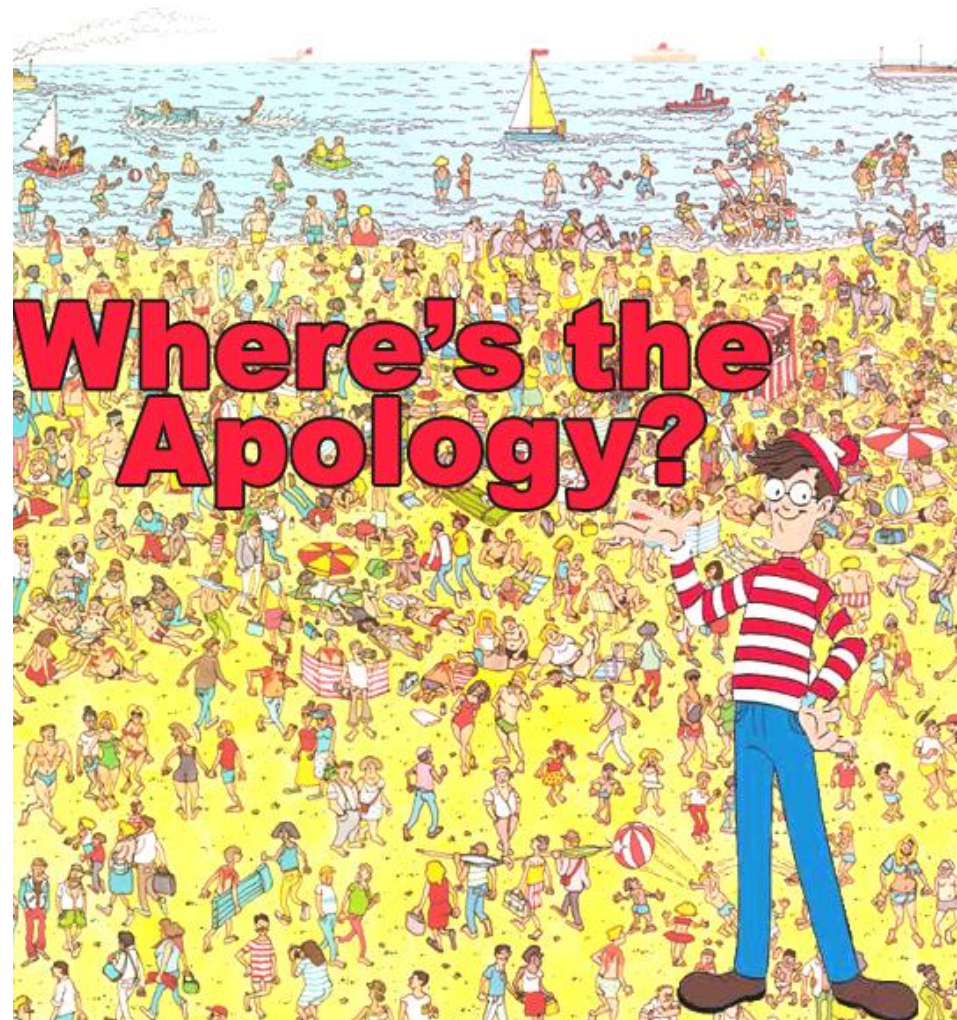
 OCR remedy

 In England

 General Ed

 2 urban schools -
systemic issues

 CADRE



APOLOGY IN SPECIAL EDUCATION

Where's the Apology?



Training Materials in 3 States IOWA

RESPECT Training Parents & Educators 4 day Conflict Resolution Center of Iowa

Repairing Injured Relationships by Encouraging Apology

A sincere apology, when warranted, shows that you care. It can play a vital role in helping emotional wounds heal and restoring injured relationships. A first or second party might need the encouragement of a person on the third side in order to offer an apology. One might say something along these lines: —Do you think it would be possible for the two of you to forgive each other?

www.directionservice.org/cadre/exemplar/artifacts/IA-110%20RESPECT%20Training%20-%20Participant%20Manual.pdf

APOLOGY IN SPECIAL EDUCATION

Where's the Apology?



Training Materials in 2 States Pennsylvania

After a Resolution Meeting, both the LEA and the Parents are instructed :

**“If you’ve offended anyone or
made a mistake, apologize”**

odr-pa.org/wordpress/wp-content/uploads/2_resmtgsfinal.ppt 1/30/08

APOLOGY IN SPECIAL EDUCATION

Where's the Apology?



OCR

Washoe County NV School District to issue a letter of apology to student and parents, cc to OCR, plus safety plan for student who was precluded from ROTC and science class after being assault.

38 IDELR 107 (OCR 2002)

APOLOGY IN SPECIAL EDUCATION

Where's the Apology?

In England



Apology Ordered:

Special Educational Needs and Disability Tribunal ordered a written apology to autistic girl not included in school. School described the child not attending school a “period of respite.” Tribunal called “a sham arrangement.”

Apology Language:

The language of the apology: *"I hereby apologise unreservedly for any distress and difficulty caused by the exclusion and I trust that you will accept this as the Local Authorities' compliance with that part of the order."*

Gersch, Irvine and Adam, *“Resolving Disputes in Special Educational Needs: A Practical Guide to Conciliation and Mediation.”* (2002): RoutledgeFalmer: London.

APOLOGY IN SPECIAL EDUCATION

Where's the Apology?



Urban ~ Washington DC

**Troubled DCPS apologizes for “RE-
INTREGRATION PLAN” to move students out of
private school placement after IEPs held by
consultant “Placement Specialists.”
Consultants knew little about individual children.**

Query: Role of Consultants? Implementation of Early Dispute Resolution ?

APOLOGY IN SPECIAL EDUCATION

Where's the Apology?



Urban ~ San Francisco

SFUSD releases consultant's audit showing major LRE compliance issues and revamping of Special Ed Dept. Public meeting deemed a "Festivus Celebration" to air grievances as an "apology."

<http://www.sfusd.edu/en/assets/sfusd-staff/about-SFUSD/files/audit-programs-students-with-disabilities.pdf>

Query: Role of Consultants? Implementation of Early Dispute Resolution ?

APOLOGY IN SPECIAL EDUCATION

Where's the Apology?

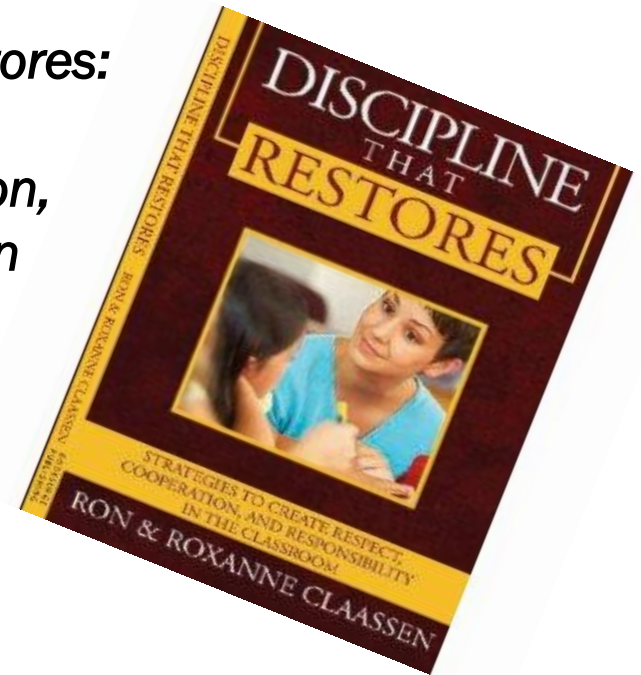


General Education



Making Things Right: Activities to Teach Conflict Resolution Skills and Mediation

Discipline That Restores: Strategies to Create Respect, Cooperation, and Responsibility in the Classroom



APOLOGY IN SPECIAL EDUCATION

Where's the Apology?



CADRE

“You're only human. If someone has been particularly helpful, acknowledge their efforts. Sometimes, especially when frustrations rise, acknowledging what has gone well, and how hard everyone has worked, sweetens the air a bit and makes it possible for everyone to feel better and push towards the finish line! **If, by chance, you make a mistake, or cause offense, say you're sorry. Making an apology says that you're only human and helps to humanize what is often a formal process and sends the message that you can be forgiving of others' mistakes.** "Please" and "thank you" also go a long way in keeping conversations civil, and not surprisingly, helps everyone say "yes.”

Communicating with Your Child's School CADRE & NICHY 3/2/09

APOLOGY IN SPECIAL EDUCATION

**Bring APOLOGY to the
Special Ed dispute resolution
process and take out some
of the adversarial climate**

WHEN TO APOLOGIZE

1. Early Dispute Resolution

- Student Success Strategy Discussions
- IEP
- Pre-mediation other ADR

2. Mediation

- Pre-hearing
- Post-hearing, Federal District & Appeals Court

HOW TO APOLOGIZE

- **Apology needs to be part of the active “Special Ed” language & part of the “Special Ed” toolkit**
- **Apology should be initial approach in dissolving disputes – first inquiry: Is there any reason for an apology?**
- **Apology should be part of a discussion as an option, approach, and consideration in resolving Special Ed disputes**

APOLOGY IN SPECIAL EDUCATION

Access & Equity

Involve the “Access & Equity” staff

"Every child -gifted, normal, and handicapped- has a fundamental right to educational opportunity...." HHH

WHY APOLOGIZE?

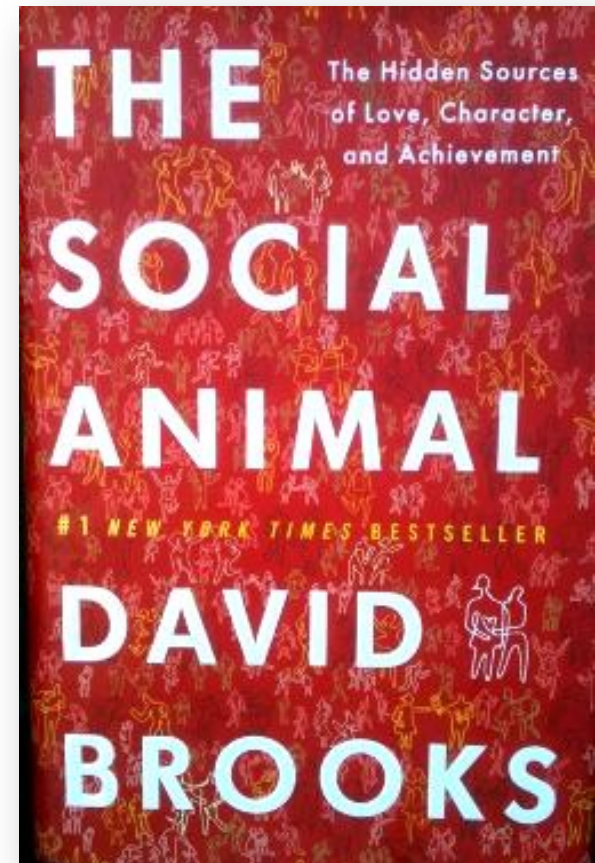
- **Improves the important school-student relationship**
- **Builds trust**
- **Encourages communication & dialogue**
- **Cuts cost\$**
- **Improves behavior**
- **Identifies ways to make changes**

INTEREST BASED

IMPROVES RELATIONSHIPS

“The most important thing is the relationship between a teacher and a student.... Students learn best from someone they love.”

David Brooks



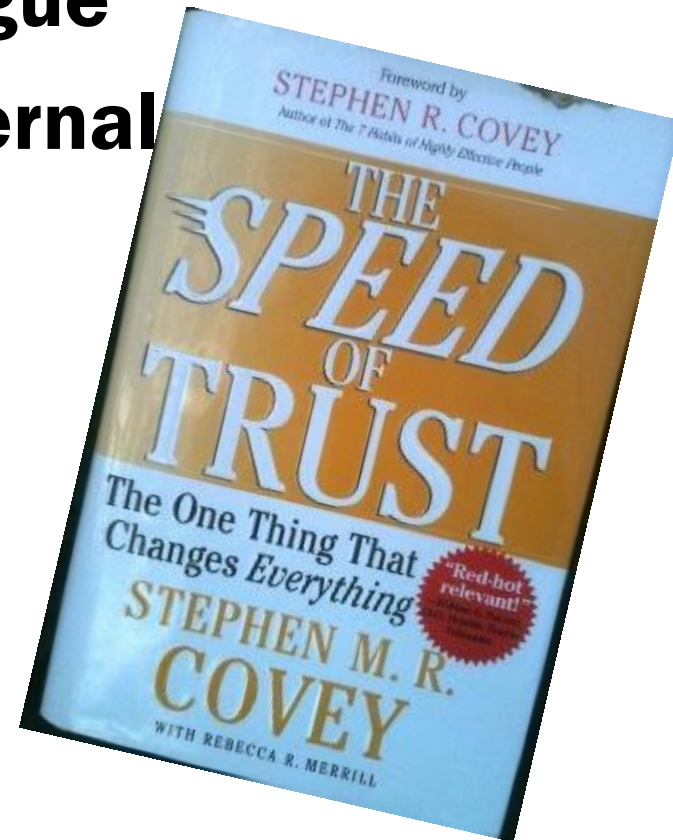
CEMENTING TRUST

The school-special education relationship is built on trust to provide appropriate instruction in a safe environment.

The importance of trust increases with autistic, cognitively-delayed and severely disabled students.

ENCOURAGES COMMUNICATION

- **Communication should be candid, based on trust, encouraging dialogue**
- **Many schools are doing internal training with Covey's book**
- **“Right Wrongs” includes APOLOGY**



ENCOURAGES COMMUNICATION

Behavior #4: Right Wrongs

“Make things right when you’re wrong.

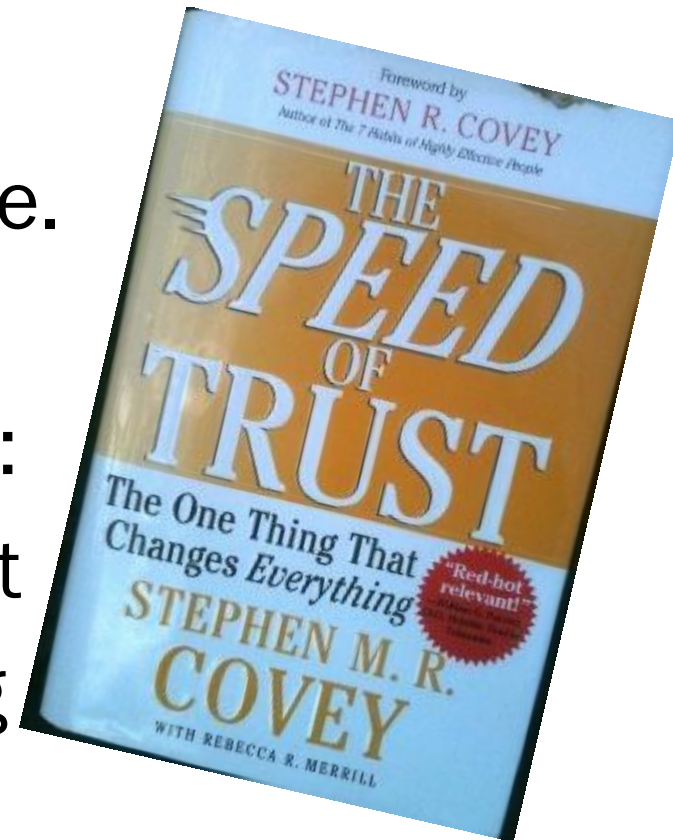
Apologize quickly.

Make restitution where possible.

Practice “service recoveries.”

Demonstrate personal humility:

Don’t cover things up. Don’t let
pride get in the way of doing
the right thing.”



CUTS COST\$

Legal costs are reduced when Due Process Hearing and court expenses are avoided.

What are a LEA's litigation costs?

- **Information should be available to policy makers and public for Risk Management & Cost Analysis.**
- **Data-based decision making should be available.**
- **Cost Analysis using DATA**

School Staff **A TWO-WAY STREET** **Parents Students**

Humans don't always behave:

If errors are “bad behavior,” consider full apologies

“Bad behavior” can be on both sides:

School Personal

Parent Student

OPPORTUNITY FOR CHANGE

School systems need to identify where errors take place, quickly make changes and prevent them in the future.

“Change” leadership starts at the top

POST-APOLOGY IMPROVEMENTS

- **Communication Improves**
- **Opportunities develop for solutions**
- **Problem solving happens**
- **Neutral, safe climate allows parents to listen, be heard & understood**
- **Fast and productive**
- **Builds confidence in the system**

APOLOGY IN EARLY DISPUTE RESOLUTION

Advantages:

- **Keeps communication open between parent & school**
- **Maintains relationships**
- **Builds trust & confidence**
- **Minimal disruption to child's education**
- **Keeps kids in school, reduces truancy**
- **Creates practical & prompt solutions – pragmatic**

JUST DO IT!

Simple

Spontaneous

Intuitive

And it should benefit all parties!

APOLOGY IN EARLY DISPUTE RESOLUTION

More Advantages:

- **Adds humility** Goldberg, Steven S., “Evaluating the Fairness of Special Education Hearings.” 57:6 *Exceptional Children* (2002)
- **Bypasses grudges and vengeance**
- **Preserves Relationships in Positive Ways**
- **Promotes Cooperation Among People**
- **Helpful for Disenfranchised Groups:**

Women & Minorities

APOLOGY IN EARLY DISPUTE RESOLUTION

Even more advantages:

- **Creates positive impact of apology**
- **Responds to psychological needs**
- **Reduces the intensity of conflict**
- **Reduces the ultimate quantum of damages**
- **Does not undo past but can restore balance, fill gap**
- **Restores sense of power**

APOLOGY IN MEDIATION

4 Types of Apology During Mediation

- 1. TACTICAL** Acknowledging victim's suffering to gain credibility and influence bargaining
- 2. EXPLANATION** Behavior excused without accepting wrongdoing
- 3. FORMALISTIC** Authority figure demands & pressures apology without remorse
- 4. HAPPY-ENDING** Responsibility accepted and remorse expressed

Levi, Deborah L. "The Role of Apology in Mediation" (1997) 72 *N.Y.U.L. Rev.* 1165 at 1172-1175

APOLOGY IN MEDIATION

Changes in the Law

- **Lawyers increasingly are learning how to use apology in resolving conflicts & how to use apologies in civil practice.**
- **Law is evolving towards dispute resolution & away from formal legalistic adversariality of court rooms and purely contentious proceedings**
- **New emerging practice developments:
Collaborative Lawyers/ Peacemakers/ ADR/
Interest Based Bargaining**

APOLOGY IN MEDIATION

Changes in Legal Issues

➤ **TRADITIONAL Rule: NO APOLOGIES**

“Liability Means Never Saying Your Sorry”

➤ **Developing TRENDS:**

- Mediation Confidentiality Agreements can gag parties
- New LEGISLATION - MA & CA 30 + states Apology Laws to encourage settlement (typically medmal)
Goal to resolve problems so liability goes away

APOLOGY IN MEDIATION

- Special Education is **UNIQUE**
- Mediators need be prepared on issues & background
- Should be qualified in IDEA framework, understand child development & behavior, and disabilities.

APOLOGY IN MEDIATION

EMOTIONS

- **Mediation proves a place where EMOTIONS be can be confronted, given a place to be heard, and dealt with so they won't get in the way of productive conversation.**
- **Need for apology often will be part of reason for emotions**

APOLOGY IN MEDIATION

- **Mediation is a flexible process that can be tailored to give sufficient time and attention to the potential of apologies.**
- **Apology can be slow to identify**

APOLOGY IN MEDIATION

SKILL TRAINING

- **How to work through differences**
- **Act in a non-adversarial way**
- **Talk to those they don't agree with**

Skills that could lead to apologies.

Consider: *“Way We Do Things”*

“Way I Want Things Done”

APOLOGY IN MEDIATION

Mediation Allows for Lateral Thinking such as Non-monetary Apology.

*“Settlement does not always involve only a transfer of money. The beauty of mediation versus litigation is there is an opportunity to structure a deal to everyone’s benefit. There are no limits to how a deal can be structured, but often a non-monetary component like an apology can make all the difference. **The value of an apology should not be underrated.**”*

Rosemary Jackson Barrister & Mediator

APOLOGY IN MEDIATION

Shift in Perception of Apology in last 10 years

- **Now: Character, Confidence, Integrity**
- **Then: Defeat Weakness, Vulnerability**

Mediators can assist crafting apologies that are responsive to the needs and expectations of the parties.

APOLOGY IN MEDIATION

Apologies in Mediated Settlements

Can Resolve “Interest Based Issues”

- **Assists in evaluating the changes necessary in IEP**
- **Brings closure to parties move on**
- **Facilitates opportunities for forgiveness and restores school-student relationship**
- **Saves money by encouraging prompt and just settlement without litigation**
- **Reduces the adversarial climate**
- **Builds for the future education of the student**

APOLOGY IN MEDIATION

DATA Shows Apologies work

Empirical research quantifies the value of apologies in Dispute Resolution to both the injured parties and defendants.

- **Injured party:** an apology has psychological benefit, restores trust, and assists in rectifying an injury by facilitating prompt dispute resolution.
- **Defendant:** defendant, an apology has value in terms of faster settlement, cheaper claim resolution, and mitigated goodwill and reputational damage

APOLOGY CREATES ACCESS FOR ADVOCATES

**White House Chief of Staff's
apology opens the inside door for
disability advocates to forge new
relationships and to...**

**Advances *“Spread the Word to
End the Word”***

APOLOGY

BASICS

Popular Books

- *“Effective Apology, Mending Fences, Building Bridge, and Restoring Trust”* John Kador 2009
- *“The Art of the Apology, How to Apologize Effectively to Practically Anyone”* Lauren M. Bloom J.D., LL.M. 2008
- *The One Minute Apology, A Powerful Way to Make Things Better”* Ken Blanchard & Margaret McBride 2003

APOLOGY **B****A****S****I****C****S**

Four parts of a Basic Apology:

- 1. Make a valid acknowledgment of the offense**
- 2. Effectively explain why**
- 3. Express remorse, shame, and humility**
- 4. Make reparation of some kind**

APOLOGY **BASICS**

**A bad apology can be
worse than no
apology at all**

Tavuchis, Nicholas, “Mea Culpa: A Sociology of Apology and Reconciliation,” (1993)
Stanford University Press, Stanford, CA, at 22.

APOLOGY **BASICS**

1. Apologies should take responsibility, not just offer sympathy:

- ***“I am so sorry for my mistake, and I apologize for the pain and suffering it caused you and your family,”***

versus

- ***“I am sorry you had to endure such pain.”***

www.SorryWorks.com

APOLOGY **BASICS**

- 2. Have the right person apologize**
 - not consultants, but administrators**
- 3. Apologize early**
- 4. Explain how the situation will be fixed and prevented in the future**

APOLOGY **BASICS**

Gender Differences:

- **Women apologize more than men;**
- **Women apologize better than men.**
- **Women can apologize too much.**
- **Women are more concerned about restoring relationships; Men are more concerned about winning and losing.**

APOLOGY **BASICS**

Why Apologies Fail:

1. Inadequate Acknowledge of the Offense

“I am sorry for whatever I did.”

“Mistakes were made.”

“What I did was trivial but I am sorry for it.”

2. Ineffective Explanations

“Someone else made me do it”

“I was just trying to get even.”

APOLOGY **BASICS**

Why Apologies Fail:

3. Ineffective explanations of remorse

“I am sorry” – when you are sorry you got caught

4. Inadequate Reparations

“I’m really sorry you’re upset”

This only acknowledges that they’re feeling wounded, not that you’re to blame.

APOLOGY **BASICS**

Why Apologies Fail:

5. Vague Language Not Specifying Offense

"I apologize for whatever happened."

6. Wording doubts real harm to injured party

"To the degree that you were hurt..."

APOLOGY **BASICS**

Why Apologies Fail:

7. Arrogance expressed, not humility

“Even the best people make mistakes.”

8. Avoids responsibility; uses passive voice

“Mistakes were made.”

APOLOGY **BASICS**

Why Apologies Fail:

9. Lack of Sincerity

“Ands” “Ifs” “Buts”

APOLOGY **BASICS**

BAD APOLOGY

Senator John Kerry '06

"You know, education, if you make the most of it, you study hard, you do your homework, and you make an effort to be smart, you can do well. If you don't, you get stuck in Iraq."

"I sincerely regret that my words were misinterpreted to wrongly imply anything negative about those in uniform, and I personally apologize to any service member, family member, or American who was offended."

APOLOGY **BASICS**

BAD APOLOGY Senator George Allen'06

"This fellow here, over here with the yellow shirt, macaca, or whatever his name is. He's with my opponent. He's following us around everywhere. And it's just great, '... 'Let's give a welcome to macaca, here. Welcome to America and the real world of Virginia.' Allen then began talking about the 'war on terror.'

"I would never want to demean him as an individual. I do apologize if he's offended by that. That was no way the point."

APOLOGY

BASICS

GOOD APOLOGY

MLB Guillermo Mota'07

"I have no one to blame but myself. I take full responsibility for my actions and accept MLB's suspension. I used extremely poor judgment and deserve to be held accountable.

"To my teammates and the entire Mets organization, I am sorry. I truly regret what I did and hope that you can forgive me. To baseball fans everywhere, I understand that you are disappointed in me, and I don't blame you. I feel terrible, and I promise this is the first and last time that this will happen. I am determined to prove to you that this was one mistake."

APOLOGY **BASICS**

GOOD APOLOGY

MLB Guillermo Mota'07

Mota's Apology is:

- **Clear**
- **Acknowledges the transgression**
- **Seeks forgiveness,**
- **Offers what he can do to make it right -
Public promise that it will never happen
again**

APOLOGY **B****A****S****I****C****S**

Forgiveness

- Without apology, there is no forgiveness
- Apologies open the heart to forgiveness
- Opposite of Forgiveness is REVENGE

APOLOGY **BASICS**

For Better or For Worse®

by Lynn Johnston



APOLOGY Do's

DO – Be sincere.

DO – Look the person you've hurt in the eye and admit wrong.

DO – Let the person you've hurt know that he or she did nothing wrong.

DO – Allow the person you've harmed to share his or her feelings of hurt, anger, discomfort.

DO – Make the effort to right your wrong.

DO – Promise you won't repeat what you did and keep your promise.

APOLOGY DON'TS

DON'T -- Simply say "I'm sorry."

DON'T -- Make excuses for your wrongdoings.

DON'T -- Be afraid to let the other person know how badly you feel about what you've done.

DON'T -- Expect others to forgive you right away.

DON'T -- Let other apologize for your misdeed.

DON'T -- Think it's ever too late to apologize.



APOLOGY RADAR



Autism

- **Importance of Early Warning Systems to predict problems, intervene by reviewing & monitoring data**
- **Strategies for proactive intervention & communication with parents**
- **Parent training programs offerings all year**
- **Decision Flowcharts for Placement Rubric for Aide**
- **DATA COLLECTION parents learn to understand**



APOLOGY RADAR



Poverty

- **Understanding Hidden Rules of the Middle Class governing Schools**
- **Generational Poverty**
- **Importance of Relationships as motivators**
- **Language & story structure can impact test performance & cognitive abilities**
- **Reaction to discipline can be laughing to save face**
- **Importance of mother; unforgivable to insult**

APOLOGY RADAR



Cultural

Differences and Competency

**Collaborate with community experts,
including church, social service,
academic experts**

EG: HMONG





APOLOGY RADAR



Reading

- **Number one issue that parents will fall on their swords on and fund litigation**
- **Early Screening**
- **Phonemic Awareness ~ Dibels**
- **RTI Confusing**



APOLOGY RADAR



Bullying

- **Legislation**
- **Curriculum**
- **Suicide Prevention**
- **Teen Date Violence**



APOLOGY RADAR



IEP vs. 504

- **Confusion**
- **School Districts vary: “strengths & weakness”**
- **Know the School District**
- **ADA Amendments & Impact on Eligibility**

Major life activities effected



APOLOGY RADAR



OHI

Including: ADHD, Diabetes, BiPolar, Tourettes

- Use resource materials from medical support organizations with sample IEP language and background**
- Work with School Nurse as valuable part of team**



APOLOGY RADAR



Other Areas:

- **Speech & Language issues ASHA & Literacy**
- **Transient Families record issues**
- **Rare Diseases NIH Database**
- **Homeless McKinney Vento Resources**
- **Site-based management & Principals**
- **“Honor the MOTHERS” and Grandmothers**

CONCLUSION

Native Indian story :

- **Two wolves live inside a boy, one good and the other bad.**
- **The one who wins is the one that is fed.**
- **Feed the good wolf rational thoughts, including apologies!**

Can apology in Special Education be the...

THE NEW NORMAL?



HOW APOLOGY CAN PROMOTE EXEMPLARY PRACTICES FOR REDUCING SPECIAL EDUCATION DISPUTES

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References in the NOTES