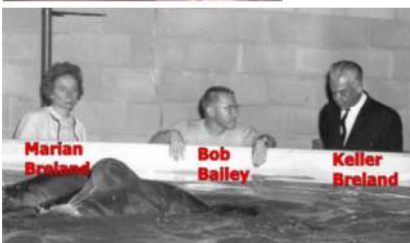


Bob Bailey “Farewell Address”

An old saying proves true today, “All good things must come to an end.” Today, I am announcing that I retiring from giving public workshops using that singularly useful teacher of animal training mechanics-the common chicken. For 55 years I have used chickens as a behavioral model to teach others how to change behavior. It is a sad day for me to have to make this public announcement to the animal training community. I have spent decades earning my living changing animal and human behavior, and running a company of nearly 50 employees, all dedicated to the changing of behavior. It was in this environment that I learned the importance of the teaching others basic behavior principles and the importance of “timing, criteria, and rate of reinforcement.” So, why am I fading from the public “chicken workshop” scene? And, when will I cease giving these workshops? Let me preface my answers with a little history, some personal and some relating to the origins of operant condition technology. Some of this history I have recounted before, but, this time, I wish to give my description a bit more of a “personal touch,” because “personal” is how I am feeling right now.



It is hard for me to believe that over half a century ago, I was teaching chickens to break balloons and discriminate between circles, triangles and squares at the U.S. Naval Missile Center, at Pt. Mugu, California. I remember thinking how could training a chicken have anything to do with the training I was doing. How wrong I was! It was 1962, and I was the U.S. Navy’s first Director of Training of the Navy’s Marine Mammal Program, though I had never trained a dolphin or sea lion in my life. Marian and Keller Breland, of Animal Behavior Enterprises (ABE), Hot Springs, Arkansas, had come to Pt. Mugu to teach me, and others, the fundamentals of the science and craft of animal training. With them came Kent Burgess, then ABE’s Director of Training, a truly outstanding trainer (later to become Sea World’s first Director of Training). I had heard of the Brelands before, and had read their publications. Though I knew of them, I had no idea of the level of skill and expertise of these three individuals. Though I had trained animals



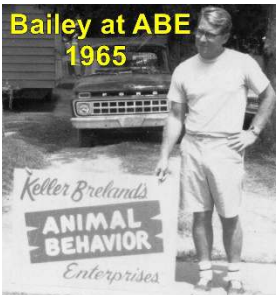
before, my early experience with chickens under the tutelage of Marian, Keller, and Kent showed me I was a “babe in the woods.” The Brelands and Kent were light-years ahead of anyone I had seen. Later I discovered that most of the ABE trainers, all taught by the Brelands using chickens as teaching models, were of high caliber. They all were accustomed to training dozens, and even hundreds of animals in a day, and maintaining a high standard of performance.



Marian and Keller Breland were students of B.F. Skinner in the 30s and 40s. More than that, they were two young, brilliant, and ambitious students of behavior. They left academic life and began to study and make a business of animal behavior. More by accident than design, they began using chickens to teach others how to change behavior. By 1947 the Brelands had created their new company, ABE, and they were teaching General Mills animal feed salesmen how to train animals and give public stage shows. Over the years the Brelands looked for a better behavior model for teaching, but they always came back to the common barnyard chicken.



By the 1950s, Kent Burgess had joined ABE, and he too learned his skills from chickens. The skills learned from chickens were applied to dozens of other kinds of animals, from dolphins and whales, to dogs, cats, emus and ostriches, and thousands of individual animals. The idea that animals were animals, and that behavior was behavior, and that all could be trained using basic principles, and paying attention to “timing, criteria, rate of reinforcement” was key to applying these basic principles. Training became “simple, but not easy!”



By 1962, when I first was exposed to the Brelands' basic behavior principles, and the belief that training was "simple, but not easy," the tabletop chicken model made training principles and practices clear and comprehensible. I myself began to use chickens to teach the Brelands' principles and practices to new trainers. Finally, in 1965, I liked the Brelands' philosophy and practices so much that I left the Navy and joined ABE. From 1968 through the 1970's I made substantial changes to the chicken teaching model, including adding the trainer-coach concept, giving the students the experience of observing and criticizing the behavior of others. The alternation of lectures, discussions and training periods was formalized at this time. The training exercises were expanded, including many environmental adaptations (going through small openings and tunnels), vocalizations, body movement and motion, including the inside- and outside cone loop, which was the bane of student trainers then, and even now, more than 30 years later.



It was not until the 1990s that Marian (now Marian Bailey, Keller having died in 1965) decided she wanted to give public "chicken-training" workshops. Before then, all of the chicken training was done either for ABE clients, to teach the client's people how to train, or at colleges and universities, for the students. So began the public version of "Bailey & Bailey" chicken training workshops. These workshops included PowerPoint presentations, giving more structure to the lectures. The workshops and training exercises remained basically the same. We gave the workshops in Hot Springs AR, as well as coast to coast in the USA, and even some workshops in Canada. We always used our own chickens, moving them about in a trailer. Tragically, Marian died in 2001. I had promised Marian that I would continue the workshops, and I did until 2004, still under the name "Bailey & Bailey." Later I gave workshops in Sweden and in Washington.



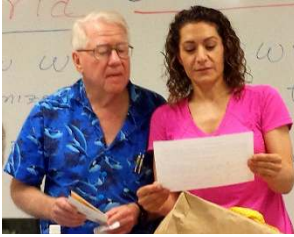
It was in Hot Springs, 2004, and later, in Washington, and again, in Sweden, that a young and highly motivated lady, Parvene Farhoody, attended and performed very well during the classes. At that time, I was preparing to "hang it up" for the public classes because the workload was becoming onerous. Parvene, who was now a Ph.D. student at Queens College, NYC, offered to work together with me to continue the workshops. Considering her previous workshop attendance from 2004 - 2010, our giving seminars together starting November 2010, and her obvious training skill, I agreed. In 2013 Parvene and I began the new "Bailey-Farhoody" Operant Conditioning Workshops. We have been giving workshops together ever since.



And, now we come to the "why" and "when" of my retirement for teaching public operant conditioning workshops. The Brelands, beginning in 1946, and the Baileys, beginning in 1976, had the enviable record of never having failed to fulfill a contract, on-time, and on-budget. Never! It was not until 2001, when Marian was stricken with pneumonia and died that we, the Brelands or the Bailey's, failed to meet a business obligation. Later, in 2002, I made up the missed workshop dates, but there was still that failure. Then, in Germany, 2014, I was stricken by a mysterious heart problem and missed the last days of a workshop; the first days I have ever missed! It fell on Parvene's shoulders to finish the class.

Performance accuracy and reliability was, and still is, at the core of my work. From the time I can remember, my machinist father taught to be reliable, and that I must do what I say I will do. Few know of the arduous nature of conducting an Operant Conditioning Workshop as Parvene and I do. The physical work is tough and the amount of detail is mind-boggling. The calendar and my body are telling me that heavy work of setting up and giving the chicken training workshops is becoming too great for me to perform reliably, a terrible truth for me to admit. I can no longer assure paying students that I can be counted on to be there and teach. Most of the time I do not feel old, but the calendar and my previous performance failure says differently.

It is time for me to fade from the public workshop scene. I will not be in Massachusetts this summer. I leave my collaborator, Parvene, with the difficult task of carrying on, though I have no doubt she will acquit herself well, very well, and that students will not be disappointed. So, the reader now has the “why” and the “when.”



What about the future of the Operant Conditioning Workshops? Parvene assures me she will continue using the chicken-based teaching model. Parvene has the training expertise, with chickens, and otherwise, the grasp of behavioral principles and procedures, and the dedication to carry on what the Brelands began over a half century ago. Of course, the workshop character and content, as well as the name, will change. But, these changes should be expected. The workshops have evolved over 60 years; so why should they not continue to change. Parvene will put her own personal stamp on the program, as she should as a competent trainer and teacher. I'm sure she will present some of what I have passed on to her from those whom I have learned from, thus preserving some of the history of operant conditioning. I recommend Parvene's Operant Conditioning Workshops to those who wish a thorough grounding in operant conditioning principles and training procedures.

It has been a long run. I was lucky being at the right place at the right time. Thanks to those who have helped me. My special thanks to my colleague, Parvene Farhooody, who will continue these workshops to new frontiers, melding behavior analysis with the craft of training. My thanks and good wishes go to the thousands of students I have taught over the years. A teacher is of little importance without students willing to listen to, use, and pass on, what they have learned.

The recognition given me by my peers has been especially rewarding. My walls and shelves are covered with cherished awards and memorabilia from those who thought enough of me to recognize my training and teaching efforts. I consider it a given that we are all products of both what we inherit and what we experience- nature and nurture. My parents gave me the talents and upbringing to start me off. Added to that good luck were the mentors and teachers I have had in my lifetime. Given such good fortune, how could I fail? My suggestion to those who follow me, remember those who helped you achieve your aspirations. Pass on to those who learn from you the ideas and good words given to you by those who have gone before.

Parvene's Response and Indefinite Hiatus

When Bob recently told me that he needed to stop giving Chicken Workshops, to say I was very sad does not begin to express my feelings. But I also understood. Bob has never been one to let his students down and I knew why he would rather retire than have students expect him to be in Massachusetts this summer and later find out he would not be able to be there. For those of you who have already signed up for Summer 2016 Workshops my hope is that you will come and learn from the Workshops I have taught with Bob since 2013.

It has been my great privilege to be Bob's protégée for the past thirteen years, the last five of which Bob and I have been working as business partners teaching Workshops and giving Seminars and lectures internationally. I have no words to express my thanks for the time and dedication Bob has put into teaching me all he could about behavior and training.

I have always said that the vast majority of Bob's knowledge, even with all his teaching, is still in his head! He honored me with access to this treasure. In our many discussions and collaborations, he has entrusted me with much, and I will do my very best to do right by him, the Brelands and all Bob's great teachers, who through Bob have also been my teachers.

Bob encouraged me to always reach further. He would say that when I reached the peak of one mountain, I should be looking over at the next one to climb. He has a sort of motto, “move on” that became a life lesson. He taught me some real life behavior economics when he told me I had earned the privilege of working with him with the hard work and “hoops” he set up for me to jump through for many years. This important lesson taught me how to choose those with whom I would later work and collaborate.

Bob said many kind words to me over our years working together. Some of you who have attended our Workshops or Seminars may have heard Bob say that I, like Marian, was a teacher. He would motivate me to continue my work by telling me that I was the “best hope for the future of the technology.” Those words coming from Bob meant the world to me and I will always strive to live up to his high hopes for my future.

Bob's shoes can never be filled. He has been our Yoda for years. He often tells the story of how he first balked at that name bestowed on him by the men he worked with in Europe. Then he finally embraced it as his male protégée Simon Prins became Luke Skywalker and Bob realized that the name was given to him out of deep respect. One day, years after Bob had taken me under his *other* wing, he told me he had always seen me as Obi Wan rather than Luke Skywalker. I could feel my smile spread from ear to ear as Yoda bestowed on me the status of Jedi Master.

Through good times and bad times, working with Bob all these years has inspired me to reach higher than I ever thought I could. I am a far better trainer and teacher than I ever thought I could be thanks to Bob Bailey.

Now I must speak of my own plans. Although I wanted to maintain the Operant Conditioning Workshops without Bob, I know that I will need to stop, at least for some time, before I can continue. If I am able to continue teaching behavior principles and the technology of hands-on training using chickens as a behavior model at some future date, it will be at a permanent location and the courses will most likely be as part of a larger curriculum. I know I cannot continue traveling with the birds on my own.

I am committed to teaching the Workshops this Summer 2016, but it is very unlikely that I will conduct any public Workshops in the United States for a while.

Thank you everyone who attended Workshops with Bob and I. Your attendance made them better every year. I have loved every moment teaching and sharing behavior science with you. Nothing reinforces me more than to watch faces light up when things come together for a student; when the lab and the field merge and it all makes sense. How wonderful. It is what drives me and what will continue to drive me in all the work I do for the years to come.

I hope to see many of you this Summer of 2016 and BOTH Bob and I look forward to seeing you at what will most likely be our last Seminar together: Out of the Lab and into the Field: Performance Dogs in the Real World to be held in Maryland, April 30th and May 1st.

I wish Bob all the good health, fun and happiness he can fit into each day during this final retirement from chicken workshops. It is time to enjoy! No strain, no long days, just doing whatever brings him pleasure each day. I know he continued working as long as he could out of dedication to all of us and to his beloved Marian. We could not have been more fortunate.