

Currents

Quarterly Leadership Journal for Scuba Educators International
October 2009

Welcome

Welcome to the fall issue of *Currents*. The water is still warm in many parts of the country as schools have gone back in session and divers everywhere prepare for the upcoming DEMA show in Orlando. Now more than ever SEI Diving needs your support, enthusiasm, and production of students. In this issue we highlight articles from two of the SEI Diving Board members.

As a reminder, *Currents* is your publication, and submission to *Currents* counts towards continuing education, so we encourage participation in this newsletter. Articles or information can be sent to currents@seidiving.org. We prefer Word for articles so that we can format it into In Design, but we can also accept pdf and In Design files. Pictures and figures should be referred to in the text and attached separately with proper labeling. All pictures should be resized to a resolution of no more than 300 dpi using IrfanView or another photo sizing tool (available for free on the Internet). Please scan all files and pictures for viruses before sending.

Announcements

Training Opportunities

Instructor Crossover, Tallahassee, FL, October 11-13. Contact Dan Marelli for information

Please let us know your future training events so they can be publicized here.

In this area we will post news about upcoming training opportunities. Since *Currents* is published on a three month cycle we can only accommodate courses that involve long range planning. As we move forward we hope to go to a two-month cycle, which will allow us to report additional planned courses.

We have had a number of questions about whom to contact regarding leadership crossovers. It is always best to start with our office (info@seidiving.org), where the Program Administrator will direct the request to the appropriate person.

Publications and Materials

Scuba Educators International staff have been working to produce new materials to support our courses and are also revising existing materials. As with any field, scuba diving has seen many changes in the past decades. Equipment has improved in some cases, and knowledge of many aspects of diving has grown. Beyond these things, society and the way it obtains information has forever changed. The modern classroom has had to accommodate the advances in



technology and delivery of information, and if we as educators stand still and continue to teach the way we always have we, as a group will be consumed.

There are required materials for many of the SEI Diving courses and, as course materials are written and revised, nearly every course will have required materials. As an example, the Open Water Diver course has the following required materials:

SEI Diving Open Water Instructor Guide

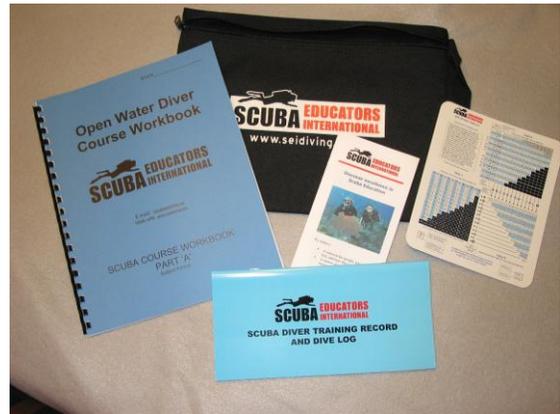
Scuba Diving by Dennis Graver (currently the 3rd edition, but the 4th is due out next month)

SEI Diving air diving tables

SEI Diving dive log

SEI Diving course workbook (for home study)

We also provide an electronic version of the classroom workbook that can be modified to fit the type of course being taught and printed by the Instructor. All of the above materials can be purchased from the office and the tables, log, and workbook come as an Open Water Diver packet for \$20. With its attractive and functional zippered bag, this packet represents value to your students. Since early 2009, I have been using the Open Water packet in all of my courses and not one student has complained about having to pay \$25 for it. I simply announce in our flyer and at the first meeting that the course packet is required, at an additional expense, and this strategy has worked to perfection.



As these materials are required, it is not appropriate to photocopy them or use your own version of any of the materials. Without ownership and sales of our intellectual property, whether it is printed or electronic, SEI Diving cannot survive. As an Instructor you must be able to not only sell yourself and the wonderful experience of diving, you must sell SEI Diving as well.

A Ten Pin Challenge from Dr. Dan – Make a Strike in 2010!

Each SEI Diving Instructor is responsible for certifying 6 students per year. If everyone averaged 6 students a year, our Instructor Trainers did their part by certifying at least 1 Instructor every two years, and we grew the leadership by 10% a year, we would be doing great in 10 years. I want to challenge each of you to do better than that: if you can certify 6 a year why can't you certify 10? In bowling, knocking down 6 pins would be pitiful, but getting 10 would be perfection. From now on I want to list the Instructors that have hit a "strike" for the year and I will personally reward each of you high achievers with a special gift.

Diving Safety and Diving Medicine

A Weighty Situation

By Dan Marelli, Program Development Director

All divers need to use a weight or ballast system to achieve negative buoyancy at least some of the time. And while there are those who use low pressure steel cylinders and carry little or no additional weight, it is safer for open water divers to have weight that they can jettison in an emergency. In addition, an open water diver needs to be able to achieve positive buoyancy on the surface so should be able to drop some weight. The type of weight system that divers choose may have something to do with the era they were trained in and what they became comfortable with, what works best for them comfort-wise, or what the manufacturers and dive shops have convinced divers that they need. A surprising few of the modern “advances” in scuba equipment are necessary, and some are very questionable in terms of safety.

Of the basic weighting systems, the weight belt and the integrated weight pouches in the buoyancy control device (BC) are the most popular. Weight belts come in the standard 2-inch webbing with hard lead weights, or the various “soft” lead shot weight belts. Although “soft” weights are more comfortable, the pouches are bulky and the belts are therefore limited in how much weight they can hold. In addition, some of the soft pouch type belts have a tendency to come off on giant stride entry. In all cases, no weight belt should be equipped with a plastic buckle as this is a point of failure. The extra dollars spent on a stainless steel buckle may save a dive if someone accidentally drops a cylinder on or steps on the plastic buckle or even save the diver’s life.

Before the development of the jacket style BC and decades before integrated weights, divers were trained to put their weight belt on last and remove it first. It was important to have the weight belt outside of all other straps, which is the case with some modern BCs that use one or more crotch straps. Buckle orientation was not specified so long as the backpack buckle was opposite the weight belt buckle. Being left handed, I used to orient my weight belt buckle to allow easy removal with the left hand. In recent decades the right-hand release mantra has become gospel and I orient my belt in the accepted fashion so that my students can see and do as I do. However, a topic for future discussion is whether this is really the correct way to orient the weight belt.

Integrated weight pouches are widely popular, thanks to the efforts of manufacturers to provide a one-unit scuba system. There are a number of drawbacks to integrated weight systems however, and a prudent Instructor should examine them carefully. First, the variety of these systems is only limited by the number of manufacturers, so the most important safety feature of a weight system (that it be easily released) becomes a problem when each system has its own idiosyncrasies. Every buddy should be well aware of how to find and release the “quick release” of an integrated weight system. Second, the integrated weight systems cannot hold as much weight as a weight belt, so larger divers and divers in colder environments may end up adding a secondary weight system such as a belt. Some, however, simply add weight to their BC pockets and this weight cannot be easily jettisoned. Third, the integrated weight pouches are usually held in by Velcro or some kind of plastic buckle and prone to being lost, which leads the diver back to the dive shop to purchase an expensive replacement pouch. Some manufacturers only sell the replacement pouches in pairs, and each system is so unique that only their pouches will fit the BC. Do some divers simply stuff weight into the BC pockets to save money? Probably so, and these would be the same divers who never have their BC or regulator serviced. Finally, and most importantly, in a moment of panic is the new or trainee diver capable of finding the quick release buckles? It seems as if the task has become unnecessarily complicated.

Several years ago a young man was diving in the Palm Beach area of Florida with his sister and one other person. When the diver returned to the small boat to end his dive, he removed his

scuba unit and passed it to the other people in the boat. He was still wearing a weight belt and, while struggling to remove his fins in the current, he lost his grip on the vessel and slipped beneath the water. He never returned to the surface alive. This incident can be attributed to poor training and panic, because the diver should have been able to easily remove his weight belt. The tragedy is that, while weight belts are simpler to use and should be easy to ditch underwater and on the surface, the same fatalities that led to quick release belts continue to occur over 40 years later. Instructors should evaluate whether the student in their course is really ready for open-water self rescue and consider whether equipment manufacturers may have led us down an uncomfortable path.

Finally, some questions have recently been raised about the SEI Diving standard that requires a student in the Open Water Diver course to remove and replace the weighting system in open water. It seems that many integrated weight systems can be removed but not easily replaced in the water. This skill is required by the Recreational Scuba Training Council (RSTC) standards and, in addition, SEI Diving believes that training a student to jettison the weight system is a critically necessary part of the Open Water training. Perhaps it is easier to train beginning divers using weight belts and then let them make the personal decision as to what system they will use once certified.

Scuba Drowning Deaths

By Dan Marelli, Program Development Director

I recently came across some old articles on scuba drowning deaths and those who survive. These articles were published in the newsletter *Undercurrents* and provided a synopsis of research conducted by Australian scientists on 100 fatal scuba accidents and 48 near fatal accidents. The study examined water conditions, air supply, buoyancy compensators, weights, and resuscitation efforts.

50% of drowning incidents occurred in calm water, 25% in moderately rough seas, and 15% in rough seas. Nearly 2/3 of the deaths occurred in water less than 10 feet deep, and half occurred on the surface or while ascending. 46% of fatalities and 31% of near fatalities involved currents.

60% of divers who drowned were either out of air or did not have enough to make a safe ascent. Of the survivors many reportedly ignored their pressure gauge. 8% of deaths and 13% of near-deaths were related to divers not turning on their cylinder valve, meaning that the divers had not tested the regulator on the surface or conducted either an equipment check or buddy check. In a few cases divers had checked the air supply and then turned the valve off then forgot to turn it back on.

The BC provides emergency flotation on the surface, and yet 52% of the fatalities did not inflate their BC, 5% as a result of mechanical error. 12% of drowned divers did inflate the BC, and in 24% of near fatal incidents the BC was inflated.

Divers were reluctant to drop their weights. **86% of deceased divers and 74% of the survivors did not drop their weights.** 3% of the drowning victims dropped the weights and became entangled in them. When a buddy team was in difficulty, the overweighted diver tended to be the one whose problems developed first.

In 80% of drowning cases, the victim was not with another diver. 21 of these were deliberate solo dives, 50 were voluntary separations from the dive group (31 attempted to surface alone as a result of air shortage) and 9 were behind the other diver(s) and not seen in enough time. **A solo diver, intended or not, makes early rescue and resuscitation efforts impossible.** In 31% of cases no attempt was made at rescue. In 24% the attempt failed because the diver was missing, and 17% were attempted to be rescued but expired.

Only 20% of the drowned divers were rescued within 5 minutes of the incident, and another 12% were recovered within 5-15 minutes. However, in 91% of the cases resuscitation was not possible because the diver had obviously expired or did not respond.

Most of the near fatal incidents involved a diver who was rescued by the dive buddy. In 71% of cases the buddy was immediately available, in 58% the buddy assisted in a rescue and in 52% of cases the buddy controlled the ascent of the injured diver. In 25% of cases the buddy inflated the BC of the survivor, and 25% also removed the weights.

For surviving divers 29% were provided with artificial respiration and 52% were provided oxygen, suggesting an organized rescue.

What can Instructors and divers learn from this information? We can learn a number of things that have direct application to our teaching methods, our pre-dive preparation, and our diving activity. First, divers must be medically and physically fit. Second, divers must use extreme caution in areas where currents, rough water, and poor visibility are possible. Third, divers should be less reliant on the BC and more oriented to proper weighting. Fourth, air supply is critical, and all divers must be trained to constantly monitor their air supply. Fifth, traditional buddy diving is essential, and solo diving is likely to result in a poor outcome if there are problems. Sixth, if a problem develops, drop weights and inflate the BC. Dropping weights must be ingrained in a diver's behavior beginning in the Open Water Diver course. If a diver is ascending, do not let this diver ascend alone. Seventh, a rescue requires planning and organization.

Renewals and Continuing Education

Instructor Renewals

It will soon be time to renew your Instructor or other leadership certification with SEI Diving. You should soon receive a notice explaining the renewal process and the updated renewal forms will be available on the website (www.seidiving.org) starting November 1.

If you have any questions about renewals please contact the office at info@seidiving.org.

Editorials

Independently Managing and Marketing Your Diving Business

By Ken Nemeth

SEI Diving Board of Directors Member



This past year I received an email from a diving instructor who capitulated that he had made in excess of \$300,000 over a year teaching scuba at a fitness center. It was an astonishing figure compared to the usual stories that I often hear. Most of them begin by asking the question how do you make a small fortune in the diving business? And the answer is, start with a large fortune! I enquired as to how this instructor was doing because I knew from his training that he would make a good businessman who had not only honed his classroom and physical skills, but also his ability to manage and market his business.

Most independent diving students who aspire to the instructor level never stop to realize that when they finally achieve all of those necessary certifications, they are a business! The realization finally hits them when they have to purchase gear to teach their students and when they have to create a real budget that will compete with their peers who also want to be successful. Some of the realities they face are daunting. How can I compete with a local dive shop that has its own pool and offers “quickie” weekend certifications or low priced gear or low priced “open water” trips?

In a business where management and marketing are paramount, all that any of us have is our reputation. Standing in the community is based on honesty, education, experience, achievement, fidelity, leadership skills, and a passion for your profession. How do you measure up to others? What would your students say about your enthusiasm for your product as well as your abilities to produce safe, confident and competent scuba divers? When a serious student is searching for an instructor, the abovementioned skills and accomplishments will determine your level of consideration.

The “information age” of communication and connectivity forever has altered our perceptions of business, sales and marketing. Years ago, the dive shop stood as the anchor of the diving business in the community. The communications changes that have evolved over time, the cell phone, the personal computer, e-mail, the Blackberry, the I phone, U-Tube, Twitter, etc., have transformed global society. We can instantly witness activities occurring in foreign lands or we can visit a web site that offers scuba instruction and entices us with an interactive video. We can order products and services “on-line” domestically or internationally. So the previous advantage enjoyed by on site business locations has shifted. Today, a savvy independent scuba instructor can create his/her own web site and stock it with opportunities to achieve advanced scuba certifications and links to buy gear or examine scuba resorts or vacation sites. This connectivity evolution is worldwide! Entire business transactions and operations can be carried out today with the use of a cell phone.

Remember that every organization, including your business, should have one goal – only one goal! Long ago I determined that the key component in my business was “money.” To start the business, I needed money. To grow the business required cash. To expand my operations necessitated funds. To advertise, well, you get the picture. Over the years I have trained many scuba instructors. When I look back to see which of them prospered and survived in the business, I have found that financial success is a key component. Many of my students didn’t own a dive shop, and they didn’t have a basement full of gear. They persevered because they understood how to turn their passion for the sport of scuba diving into a sustaining lucrative venture. They entered into real contracts with dive shops and made sure that those agreements included gear purchases, salary increases and incentives, and remuneration for dive travel. Some purchased gear as they taught for a scuba venture. Some earned stellar reputations for their honest and thorough teaching methods and the students poured in and continue to do so.

Others developed viable business plans and used small business loans to raise initial funds to achieve success.

Like the medical and legal professions, there are myriad opportunities in the diving business for specialization. Do not allow this fact to elude you. Contemplate what it is that you like most about scuba diving instruction and promote it as a key aspect of your business. Whether your passion is technical diving, reef ecology, underwater photography, quarry diving, cave or wreck diving, etc., become the scuba instructor with the reputation for excellence in your specialty. You will most assuredly draw like-minded sport enthusiasts from your community who want to learn from the best!

Execute a business plan that includes the price of conceiving, planning, developing, promoting and sharing your ideas based on goods and services that you creatively manage to satisfy your organizational objectives. Think imaginatively about what you sell, how much you want to sell it for, when and where to sell it, and to whom you want to sell it. Create an honest SWOT analysis, listing the Strengths, Weaknesses, Opportunities and perceived Threats to your business. Focus on and invent what separates and makes your approach unique and be sure to make it a tenet of your plan. If you seek to proceed with a small business loan, you will face the greatest chance for success if you design a creative plan.

A critical aspect of your business marketing is to generate an awareness of the products and services that you offer. The plan needs to carefully outline your product, price, place (of distribution) and promotion. The organizational image that you project is essential. A dynamic representation of your business will attract much greater interest. To be successful today, you must send constant sales messages (web sites, e-mail, Twitter, even snail mail advertising) regarding your courses, planned open water diving, vacation or specialty trips and special gear purchases and availability. Plan a specialty event to embrace old students that have not been diving in awhile and reenergize them in the sport. These actions will keep you in their thoughts, they will discover that they need you and select you over the competition.

The tools that I've mentioned above are designed to expand your thoughts about the business of diving. What are you doing right and how you can energize yourself to continue to emerge as a dynamic and successful business? So plan your diving business creatively, and execute your plan!

Ken Nemeth
SEI Diving Board of Directors

Notes from the Field

Oriskany - The Great Carrier Reef

By Tim Thorsen
SEI Diving Board of Directors Member

On 17 May 2006 at 1025 hours, 500 pounds of C4 explosives detonated in the Gulf of Mexico and marked the end of a legacy, but also a new beginning. With that blast the US Aircraft Carrier "USS Oriskany" began its 36 minute journey to the bottom and a new era of service to her country. The "mighty O" now serves as the largest intentionally sunk artificial reef in the



world. “The Great Carrier Reef” as she has come to be known rests peacefully on the seabed of the Northern Gulf of Mexico off the coast of Pensacola, Florida.

The Oriskany began her service to her country in 1945, too late to serve in WWII but destined to serve. The Korean War and Vietnam were rapidly calling her to their support, and many pilots and sailors used Oriskany as their home, their weapon, and their platform to support their efforts in service to the United States. In March 1973, the Oriskany completed her final combat cruise, having served over 800 days in service of the Vietnam War alone. Her battle history is well documented and I certainly do not proclaim to be a historian so I will not elaborate further on all that has already been written of the service of the Oriskany above the waves. Instead I will focus on how she serves her nation today.

What qualifies Oriskany to bear the name and reputation as the “Great Carrier Reef”? Take a look at her specifications:

Overall Length: 900 feet (274 m)

Overall Width: 157 feet (47.9 m)

Average Visibility: 100+ feet (30+ m)

Top of Wreck - Depth: 78 feet (23.7 m)

Main Bridge - Depth: 120 feet (36.5 m)

Flight Deck - Depth: 145 feet (44.2 m)

Sea Floor - Depth: 212 feet (64.6 m)

Oriskany is by far the largest object ever intentionally sunk in the marine environment. Most divers are overwhelmed at her size and usually only see the Island structure above the flight deck, which accounts for less than 5 percent of her overall structure. Diving on and around the island is like diving on a submerged 8-story building. Prior to her sinking as an artificial reef, Oriskany sat at the port of Pensacola and she was clearly the highest structure of the city skyline. Transferring this great bulk into her new environment, she provides more height, width, and depth than most natural reefs in the Gulf.

For me, it is not her massive size that makes her such an interesting artificial reef, but the amazing amount of marine life that has developed on this wreck in three short years. I have been fortunate to have dived on her more than probably any other human on the planet because I have the wonderful profession as a charter boat captain that caters to taking divers to the Oriskany. On each trip, I personally go down with the divers and film their experience, so I have been around and through almost every part of the reef with several hundred dives logged on her to date. The truly amazing thing about Oriskany is watching all the animals and the evolution of her life from war veteran to a productive reef. From almost the moment she settled on the seabed, she started attracting life. I have photos of the first dive we made on her, 48 hours after her sinking, which are filled with bait fish and amberjack spiraling around the crow's nest. There are so many different varieties of tropical fish that it is almost impossible to list them all. Even rare Double Banded Butterflies are commonly sighted, as well as Trumpet Fish and Coral Banded Shrimp. We have even had visits from Ocean Sun Fish, Whale Sharks, Sea Turtles and Manta Rays. I have had the opportunity to even watch specific fish grow up and change phases of their life from small yellow wrasses to full color adult super male Blue Headed Wrasses. My son has made it a hobby of watching a Red Spotted Hawk Fish over the past couple years that has made the cutoff stump of the mast his home. Every nook, crack, and cranny has had some sort of animal take up residence.

Divers wanting to dive the carrier should be cautioned that it is like making a wall dive where there is no bottom below you. There is no bottom below you within a reasonable depth to arrest

your descent and, with pristine conditions being the norm; it is very easy to greatly exceed the planned depth of your dive. Some may suggest that, deep within the bowels of the ship, there live mysterious sea nymphs that sing alluring songs of beckoning, drawing divers deeper than their planned dives. The reality is that, with 100 plus foot of visibility on such an immense structure, it is easy to look down through what you think are only a couple feet only to realize that you have dropped two or three decks. Couple the altered perception with the narcosis that impairs every diver at such depths, and you can see where these sea nymphs songs can almost become believable. Divers should very carefully monitor their depth and bottom time to avoid exceeding the planned limits.

Anyone who is planning a trip to the “Mighty O”, as she has come to be known, should make sure that they plan more than one day of diving. Pensacola is surely not just a “one dive destination”. With over 100 other pristine artificial reefs and numerous natural bottom limestone reefs, Pensacola offers probably the most diverse diving opportunity anywhere in the Gulf of Mexico. Pensacola has been blessed by having an active tropical storm season for the past few years. Yes... I said blessed, because around here we don't call this tropical weather a tragedy. We call them “Community Redevelopment Projects”, and in the Gulf, they become “Dive Site Redistribution and Reconstruction Events”. Every storm brings changes and makes our dives new and fresh again.

If you haven't dived Pensacola in the past, you would not be aware that Pensacola sits closer to deep blue water than any other place in the Gulf. The DeSoto Canyon is a deep water canyon that brings blue water within 25 nm of the Pensacola Pass. Along with this blue water come great visibility, diverse marine life, and excellent diving within a short boat ride from Pensacola pass or a short drive from anywhere in the southern US. Put Pensacola on your list of “must see” dive destinations and you will certainly not be disappointed. It's likely that you will probably make the same comments that nearly every diver makes when they climb back aboard my vessel, the Dive Charter Vessel “Viking”... “That was totally awesome”.

Capt. Tim Thorsen
USMM/USCG Master 100GT
Member, SEI Diving Board of Directors
Viking Diving

Regional Coordinators Corner

The SEI Diving Regional Coordinators are encouraged to provide the latest news from their area. In the future you will learn about exciting training courses of interesting dive sites in the regions. Coordinators: this is your column so take advantage of it!

Feedback

The SEI Diving Board and professional staff wants to hear from you. We appreciate those leaders who took the time to respond and look forward to having even more leaders participating in the future. Since this is your agency, we very much need to hear from you and help you to make SEI Diving the best scuba training agency in the U.S.

Contact us at info@seidiving.org.



Environment

Dive Like Your Shadow

Divers in my Open Water Diver course are informed about the deleterious effects that human society and human activity can have on coral reefs and other aquatic environments. They are also told to treat the aquatic life they encounter with respect. Aquatic life should be carefully observed and not chased, harassed, or handled. When on a night dive, shine your light to avoid hitting the eyes of fish and other animals, much as you would avoid the eyes of another diver. Treat aquatic animals and their world with the same respect that you want from fellow divers.

CMAS (Confederation Mondiale des Activités Subaquatiques) has a great poster with reminders about the aquatic environment called “The Ten Golden Rules of CMAS.” Please print this and use it in your classes

<http://www.cmas.org/send.asp?idDoc=559&lg=UK>

Administration

Meet your Board of Directors:

Tom Leaird, CEO, Muncie, IN
 Ken Nemeth, Director at Large, Atlanta, GA
 Dan Marelli, Program Development Director, Tallahassee, FL
 Tim Thorsen, Board Member, Pensacola, FL
 Jim Wetzel, Board Member, Clinton, SC

News & Events

Upcoming meetings and events

DEMA. DEMA will return to the Orlando Convention Center November 4-7. SEI Diving will have a presence in a high-traffic location at booth #1634 and we will take advantage of this opportunity to show off our new materials and publications. If you are interested in working with us at DEMA contact the SEI Diving office at info@seidiving.org.

This booth will be the SEI Diving office during DEMA. Board members and Regional Coordinators will be selling our concept to representatives of dive resorts, collegiate scuba programs, and dive center owners as well as to independent instructors. Drop by and say hello and also think about how you might help SEI Diving increase its ranks of instructors and instructor trainers.

The Leadership update will be held on Friday, November 6 from 4-5 pm in Room S320D. Join us to find out where SEI Diving is going.

SEI Diving Italia Gets Started. SEI Diving Italia, under the direction of Alessandro Talamona, has begun with a bang by holding an Instructor Trainer institute for four new Instructor Trainers. The team has translated or are translating the SEI Diving materials to Italian and are very



excited about being part of SEI Diving. It is likely that Davide Cecamore will join us at DEMA. Look for Alessandro (Alex) on Facebook.

ISO Announces New Standards for Scuba Training. ISO (the International Organization for Standardization) recently announced the release of two new standards for the training of scuba divers. The new standards are ISO 11121:2009, which covers introductory training and ISO 11107:2009, which addresses the requirements for nitrox training programs. ISO has eight separate standards that address the training of divers. This is important because ANSI (American National Standards Institute) serves as secretariat to ISO for the United States, meaning that ISO standards become de facto U.S. industry standards. Tom Leaird and Dan Marelli served on the RSTC Board during the negotiations for the ISO standards.

SEI Diving Goes up on Facebook. Please visit us on Facebook – The Scuba Educators International site now has 65 members, including a number of our colleagues from SEI Diving Italia. Drop by and share your dive stories as well as find out what other SEI Diving colleagues are doing.

Contact Us

Contact the *Currents* Editors at currents@seidiving.org or call 850-443-2177.

SEI Diving Contact List

General questions, scuba certifications, replacement of lost cards, and leadership renewals

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