

## Pro Students

Continued from page 14

these programs will continue to increase, Ulland predicts.

But only certain types of in-house training have seen increased use during the last few years, said John Fossum, director of Minnesota's industrial relations.

Some companies are becoming reluctant to pay for external training because it can be used outside the company, making it more of a bonus for the employee than a benefit for the company.

"They can just pick up and leave with the training," Fossum said. "Organizations are reluctant to pay for general training.

"The only time they'll do it is when it will help attract and retain employees."

IBM is an example of a firm moving toward in-house, company-specific training. One of its plants in Minnesota contains its own two-floor "classroom" devoted to IBM training.

And many universities are offering an alternative to

the typical master's degree: non-degree executive management programs.

Although the programs do not carry the same clout as a degree, William Scheurer, director of Minnesota's Executive Development Center, said most managers-in-training — and employers — don't seem to care.

"Typically, they don't need another degree," he said, adding that student managers want the most efficient education possible.

"They want education. They care less about the credentials that go with it."

But for those who do care about the credentials, IBM still will pay for its employees' undergraduate or graduate tuition — with the agreement that the employees pay the company back.

And the courses the employee-students take usually must be work-related. "Chocolate-dipping classes" wouldn't qualify, IBM's Ulland said.

Other companies "protect their investment" by waiting several years to see if an employee has company loyalty before sending him to college. Honeywell's Warne has been with the company five years.

"People tend to leave sooner rather than later," reasons Fossum.

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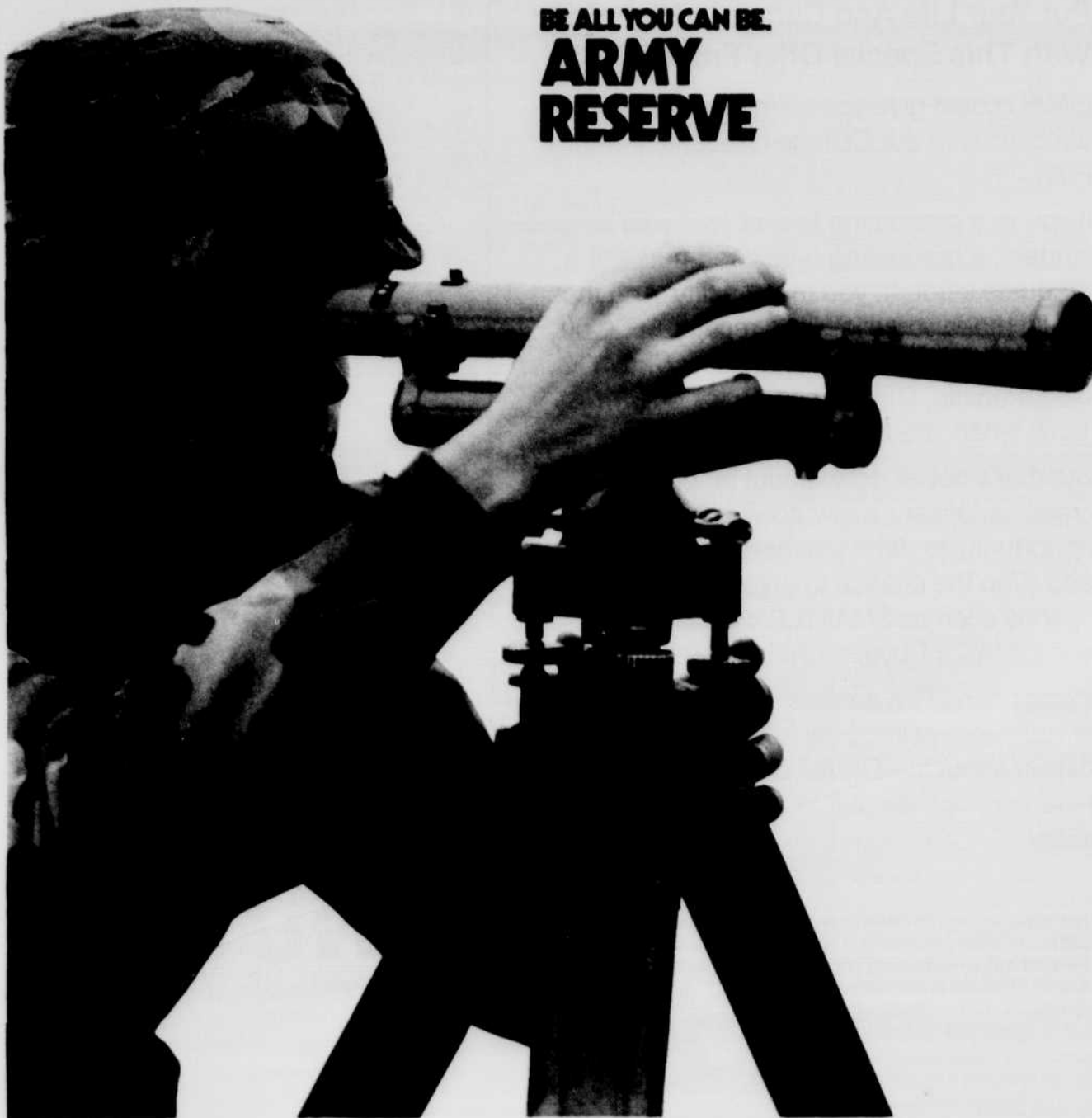
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## Shirt

Continued from page 14

While living at the beach during the summer, he finalized a T-shirt design and consulted a patent and trademark specialist who said it was safe to print.

The following spring, Berard formed a company, Venture Inc., and started making the shirts in large quantities. "I thought it was all right to sell them. I didn't hide anything," Berard said. "It was all out in the open. It wasn't like bootlegging or anything."

The T-shirt Berard designed featured a drawing of a can printed in red and blue that said "Nags Head — the King of Beaches," a slogan and design similar to Budweiser's "The King of Beers."

A single line on the back of the shirt said "This Beach is for You," which Anheuser apparently thought was too similar to "This Bud's For You."

Wings, a chain store with more than 25 locations along the East Coast and a store in Myrtle Beach, was one place that bought the shirts, Berard said. Wings alone sold a large quantity of the shirts, and at the end of the summer the store sent him a check for \$27,000.

Payment on the check was stopped soon after Berard received it, although he did not know why. He later learned that representatives from Anheuser came to the store, seized about 4,000 shirts, stopping payment on the check.

Two months later, Berard's mother was visited in her office by a U.S. Marshal, an Anheuser lawyer and a private investigator, he said. They proceeded to raid her office and seize 200 shirts.

It was at this time he learned he was being sued for trademark infringement. Because Venture is incorporated, Berard has some protection. A corporation will shield shareholders from liability, meaning only the corporation can be sued.

But Anheuser is trying to get past the protection of the corporation in order to sue the corporate directors, Berard said. "A motion has been made by the prosecution to pierce the corporate veil."

Robert Reeves, Berard's lawyer, said: "Our position is that the design was intended to be an amusing parody... In order for a parody to be effective, it must necessarily bring to mind the slogan or the symbol being parodied. Otherwise, it would not be an effective parody."

Because more than 80 percent of the shirts were sold in South Carolina, the case against Berard will be tried in a federal court in Florence, S.C.

Berard said he was optimistic about his upcoming trial. "I will be happy when it's over so I can get on with my life."