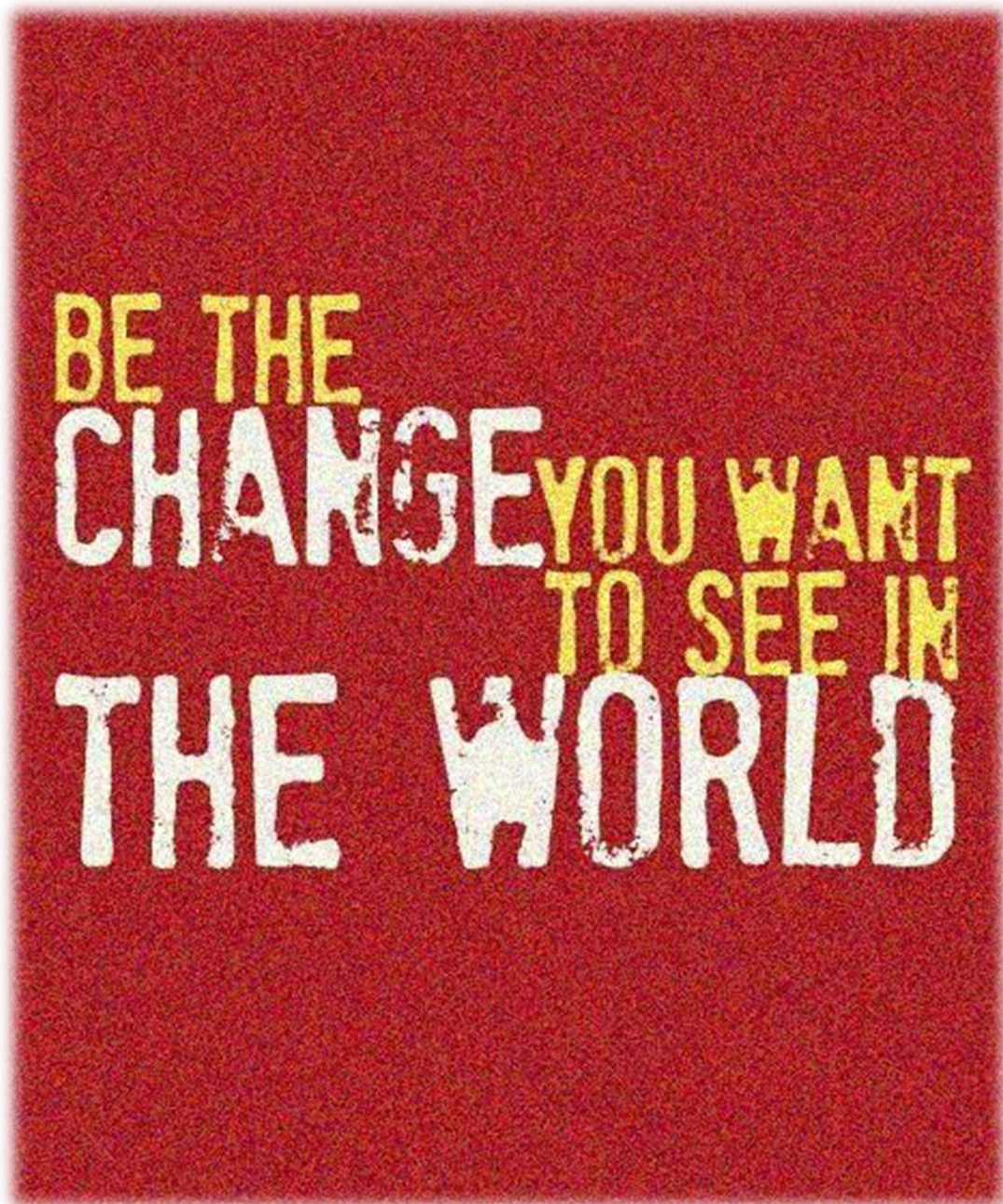


ANDRUS YOUTH SERVICE PROGRAM (AYSP)



AYSP has taught me so much about focus and channeling my passions. Don't be afraid of having multiple interests because throughout your own personal process you will discover your correct path. Philanthropy and service have taught me the power some have to effect change, so embrace this honor and do good in the world! – Isabel Griffith, AYSF Alum

Welcome to AYSP!

We are thrilled that you have decided to join us for this amazing leadership opportunity. We hope that this program will help you develop a long-term commitment to being the change you want to see in this world. We look forward to going through this process with you and watching you develop your ideas for getting involved in your communities. Here are some important details about the program.

About the Program

The Andrus Youth Service Program (AYSP) was started in 2001 as a program for Andrus family members between the ages of fourteen and eighteen. It is steadily becoming an important part of the family's tradition in philanthropy and has now extended its reach to family members of Surdna Foundation staff. AYSP is designed to:

- grow a network of youth philanthropists
- encourage youth involvement and leadership in philanthropy
- guide youth through their first experiences with grant making and community service

What You Need to Know

- With support from the AYSP coordinator, you will develop a project that matches your passion and interests and meet as a "virtual group". Participants will meet as a group via conference calls and "talk" regularly via email and Facebook.
- First year participants will have the opportunity to make a grant to a local organization in the amount of \$500.
- For second year participants, the grant is increased to \$750, or \$1000 for those who choose to also volunteer 16 hours and/or mentor a new participant.
- Each participant will need to research three different organizations and make a site visit to at least one, before choosing which one will receive the grant
- Each participant will receive a handbook to record your thoughts, research, and ideas

Tips for a Successful AYSP Experience

- Check your e-mail at least once a week to keep updated
- ASK parents, teachers, friends, relatives for ideas
- Check the Internet, newspapers, and listen to the news for ideas
- Try to find an organization to fund that is in your local area. It will bring you greater satisfaction than one that is too far away to visit.
- Read the Handbook for ideas, inspiration, and use the pages as a structure to plan your project.
- Communicate regularly with Masiel Rodriguez-Vars the Project Coordinator, through e-mail or phone and ask questions when you need help.
- Participate in Conference Calls as often as possible.
- Take a camera along on site visits and take photos (with permission) to add to your application. We may publish these in future handbooks or newsletters.
- Tell your teachers about it and see if your work on this project could replace a homework assignment or if you could get extra credit since this is quite time consuming.

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OUR PHILANTHROPIC ROOTS

John Emory Andrus
(1841-1934)

This is where it all started, with one man's dreams and his drive to accumulate money. The son of a poor Methodist minister, Andrus believed it was a man's duty to acquire money, for it was the lever and means to move mountains. "Ideals are all right," he stated, "but you need money to back them up." His means of relaxation and his vocation throughout his life were the same, making and managing money, but he also had a compassionate side to him. "I don't care about art collections," he said to a friend at the age of 86. "I'm interested in poverty.... It's depressing. It shouldn't be. There should be efficiency in charity. The United States Steel Company is efficiently managed. So are many other great enterprises. Why shouldn't philanthropy be organized and handled just as efficiently as a great business venture? That's what I'm aiming at. ...If I were to attempt to answer all the letters I get asking for money, I wouldn't have time to half keep up with the job. But there should be efficient ways of helping many of these people, and the rest of my life is going to be devoted to that end."



John Emory Andrus. Courtesy of Edward McGee

Many people ask, "How did this man who grew up in poverty become a multi-millionaire?" This is not an easy question to answer. He was a man of many talents and was involved in lots of different things. He began as a schoolteacher but his main business during his lifetime was managing the Arlington Chemical Company, which manufactured medicines typical of that age. In his 60s, he became involved in politics. He was elected mayor of Yonkers, NY and following that, was a United States congressman for four terms. His greatest success was as an investor and businessman, and he was quite the artist at "wheeling and dealing." He invested in railroads, oil, minerals, chemicals, and the stock market... (as a young man he purchased Singer

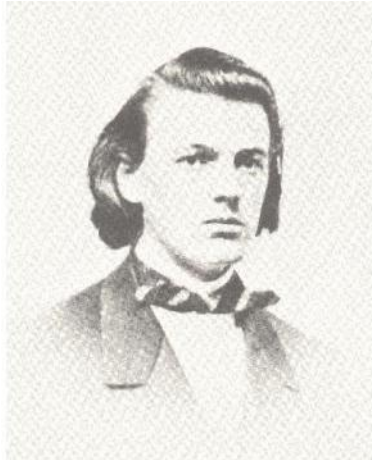
stock when the company first came out with the sewing machine and by 1928 it was worth \$2,500,000). He was a shrewd negotiator and acquired vast areas of timberland in California as well as significant landholdings in Alaska, New Mexico, Florida, New Jersey, and Minnesota. He was very skilled at anticipating a future need for something, buying it, and holding it until it would sell at the highest margin of profit. Much of his success may also be attributed to his character. He grew up with a strong drive to succeed, incredibly self-disciplined, lived modestly throughout his life, and was so thrifty, he sometimes endured the scorn and ridicule of others. He took great pleasure from finding a way to save even a few cents and demanded that his employees and family do the same. He tried to pass on the value of saving money to his children by doubling whatever amount of their allowance they had saved at the end of the year. His daughter Helen recalled that Christmas was a gloomy time, because her father looked at any spending of gifts as a frivolous expense.

Perhaps his strong drive and determination to succeed came from seeing so much death around him. Early in his life he suffered the loss of many family members. When he was 3 months old, his one-year old brother died; at 12 years old, his

fifteen year-old sister died; when John was 15, his eleven year-old sister died, then his mother, and thirty three days later his five month old baby sister. So when he was fifteen years old, all that was left of his eight-member family beside himself was his eight-year-old brother Hamlin and his penniless father. Thus, he must have learned very early in life that he had to take care of himself. In 1896, when John Emory was fifty-five, his younger brother Hamlin was murdered in a bomb explosion at the factory. This murder has never been solved and John often thought he must have been the target rather than his brother. His beloved wife Julia pre-deceased him by 25 years on Christmas Eve in 1909 (Andrus died December 26, 1934) and his firstborn son William Loyal died in 1922. After Julia's death he was very lonely and perhaps this accounted for his gruff mannerisms with his children and grandchildren.

Andrus was a visionary who, in financial matters, recognized opportunities that others did not. Even at a young age he was adept at making money. He asked a farmer he worked for if he could pick up and sell anything around the farm that was going to waste, then sold the bones of dead cows and sheep for fertilizer and sold wool he had picked off of dead sheep. When Horace Greeley, editor of the New York Tribune, advertised that he would pay 50 cents for every live trout for his fishpond, Andrus devised a scheme where he constructed a dam and then shooed the fish into a holding area by walking down the river waving two sticks. He

caught seventy-five live trout and was paid \$35. In only a few hours, he had earned more than his father did in a month. Years later this idea was featured in a cartoon in the newspaper. He was responsible for putting himself through college, so he had to continuously look for ways to make money. When he observed men fighting over tools at a factory, he came up with the idea of using the newly invented stencil plate to label each man's tools and made enough money in two days to finance a whole year of college. The next year someone else beat him to it, and so he had to look for another means.



Though brilliant, he was quite the rebel in college. In his senior year he was upset that many of his friends were flunking one of the classes and may not graduate, so

John E. Andrus as a college student he made a wax impression of the college president's key whose office was next to his room, made a new key, broke into the office and changed his colleagues' grades! Much to their amazement, they all passed. When the president of the college suspected him and quizzed him about it, he could honestly say he hadn't changed his grade—it was only the others he changed, and

the professor of the class couldn't figure out how his brightest student was now suddenly ranked only sixth or seventh! (Editorial aside... Don't even think about doing that! ☺) Another time he learned that many of the scholarships given to families to award to a person of their choice were going unused each year. So he contacted the families and convinced forty of them to give the award to him. Then he sold the scholarships to students for less than what they would pay for a year's tuition and made a nice sum of money, much to the college's chagrin.

John E. Andrus was a devoted husband and father, though a strict one. He met Julia Dyckman a year after he graduated from Wesleyan University when he was delivering a package to her farm, and they were married on June 23, 1869. He was especially close to her and admitted that he never made a major decision in his career without first consulting her. Julia has an interesting history as well. When she was six years old she came to the United States from Switzerland with her mother, father, and sister. On the boat over, however, tragedy struck and her father died.

Upon arriving in New York, the young widow with her two little girls, took the wrong train and ended up in Yonkers. The Dyckman family took the distraught immigrants in and several weeks later when Julia's mother wanted to leave to search for her friends, the family convinced her mother to let Julia stay with them. Julia was described as the sunshine of their life and was adopted by them in 1848. Julia's

real mother remarried and moved to the south. In the turmoil of the Civil War all traces of the family were lost and even though John Andrus conducted many searches, he was not able to locate her family.



Julia Dyckman Andrus and grandsons Andy Thomas, Prof. Davenport, and Jack Taylor. Courtesy of John A. Taylor.

Julia and John had nine children, all but one who lived to adulthood: May Dyckman (1870), William Loyal (1871), Edith Jefferson (1874), Margaret Palmer (1876), Jessamine (1878) who died at the age of two, John Emory Jr. (1883), Hamlin Foster (1885), Ida Bourne (1887), and Helen Whittier (1888). Andrus became even more frugal and concerned about waste as he got older, which probably did not make him very easy to live with. One time his family had a tailor sell him an expensive suit at an incredibly cheap price, just so they could get him to dress more stylish, and then they made up the difference in cost. However, this plan backfired as he then sold the suit to a friend who offered a greater amount than he paid for it, but certainly not as much as his family paid!

Reporters started referring to him in the newspaper as the millionaire straphanger or the richest straphanger in New

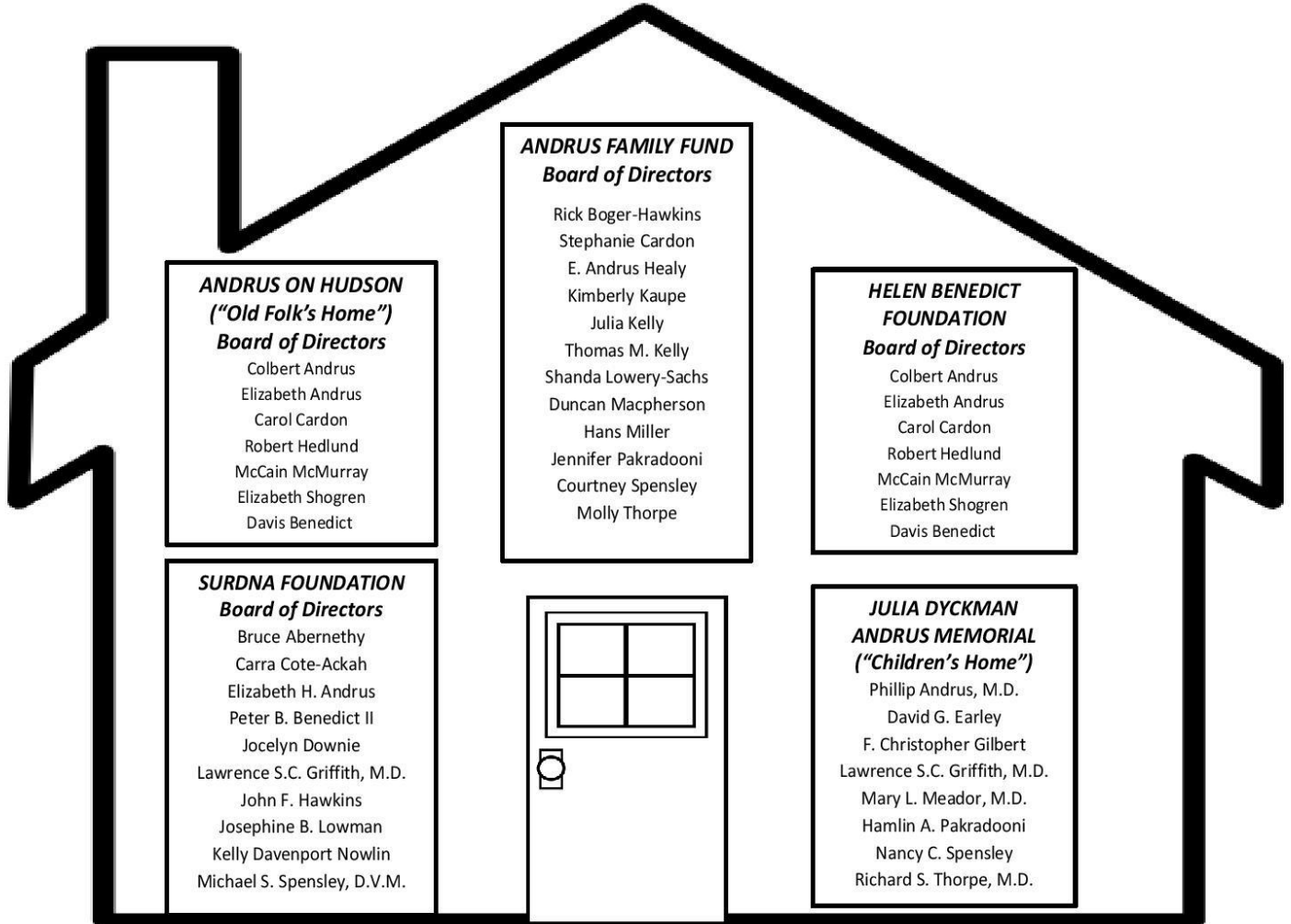
York. Each day he would take the subway to work because he preferred paying only five cents and traveling among the masses than being driven by his chauffeur. Although his thrifty ways were infamous, he could also be surprisingly generous. People were astonished when he stuffed a million dollars in a suitcase, walked over to Yonkers Ward Bakery and saved it from financial ruin. In an attempt to explain the financial success of John Emory Andrus, George P. Morill in the book, The _____ Multimillionaire Straphanger, A Life of John Emory Andrus, writes: "Andrus simply pitted his thrift against everybody else's wastefulness. He pitted his self-control against the world's self-indulgence. (For example..) If you allocated fifty cents a month for candy bars, Andrus would find a way to cater to your extravagance. He would save his fifty cents and enter the candy business, selling you what you wanted, and pushing his profit into buying more candy." John Andrus has been quoted as saying, "Anybody with any sense can make money. I have succeeded largely because I practiced thrift."

In 1917, John E. Andrus set up the Surdna Foundation (Andrus spelled backwards), in his efforts to "give opportunity for youth and rest for old age." He turned the old Dyckman farm into an orphanage for children as one of its first steps and dedicated it to his beloved wife. Thus, the Julia Dyckman Andrus Memorial was established in 1928. In 1968, it changed its mission to become a residential treatment center for children

who were too emotionally disturbed to be placed in foster care and not troubled enough to need in-patient psychiatric care. In 1953, Helen Andrus Benedict, his youngest daughter, fulfilled the other part of her father's dream, a home for old age, by founding the John E. Andrus Memorial, a state-of-the-art retirement community.

Though critics scorned his thriftiness and some of his eccentricities, this one man continues to make a lasting contribution to society through his family, generations and generations after his death.

ANDRUS FAMILY PHILANTHROPIES



Research and pictures for the article about John Emory Andrus were taken from [The Multimillionaire Straphange: A Life of John Emory Andrus](#), by George P. Morill and [Sustaining Tradition](#) by Deanne Stone. Article written by Nancy R. Zuellig.

BRAINSTORMING

What is it, when you watch the news, talk to your friends, or listen to what's going on in the world that really saddens you, makes you angry, or makes you wish that you could do something to change it?

Spend several weeks thinking about and researching this. Read through a newspaper, talk to your parents, friends, and teachers and surf the web. Jot down 3-5 areas of concern that you want to explore:

1. _____
2. _____
3. _____
4. _____
5. _____

From this list, choose one area of concern that you will address through your AYSP work. Write a few sentences explaining why this area matters most to you.

SEE IT!

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ORGANIZATIONS THAT MAY HELP

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HOW? WHAT COULD THEY DO?

[Empty rectangular box]

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MAKING CONTACT

Tips for Arranging a Site Visit

- Use a script for initial conversation with agency staff to arrange a site visit.
- Practice until you can say it naturally, or use your own words.

Ask to speak to the director of the agency... then say:

“Hello, my name is _____ and I’m participating in the Andrus Youth Service Program for fourteen to eighteen year olds. The foundation that I represent is the Andrus Family Fund. Through this fund, I have an opportunity to give out \$500 (\$750-\$1000 for second years) to a non-profit organization of my choice. I have always been concerned about (kids with disabilities, homelessness, etc. whatever your area of concern is) and I am impressed by your organization’s work in this area. I would like to find out more about your organization. Could I arrange a time when I could come visit your site and talk to you about how you might be able to use the funds?”

1) Organization _____
Date of Visit _____
Time: _____
Name of Contact Person _____

2) Organization _____
Date of Visit _____
Time: _____
Name of Contact Person _____

3) Organization _____
Date of Visit _____
Time: _____
Name of Contact Person _____

