

Note: Italicized page numbers indicate photographs or illustrations.

A

A. A. Schechter and Associates, 134, 136, 215 n.13
 advertisements, and modern architecture, 70–72, 94–96, 172–73
 African slave trade, 150, 151–52
 American Liberty League, 26, 32, 33, 200 n.83
American Magazine of Art, 79
 Anti-Saloon League of New York, 106
 anti-Semitism, 106, 211 n.34
 architects: advisory panel for World Trade Center, 162, 169; Bauhaus, 90; and persona of individual creative genius, 91–94. *See also names of individual architects and architecture firms*
Architectural Forum, 112
 architecture: business, 47–48; corporate, 104; division of labor in, 47, 50; ideological significance of, 5, 8; influence of personality and personal history on, 18–20; meaning in creation and reception of, 9–10, 83–84; political, 83; producer economy, 7, 100; proper relationship to power, 193–94; relationship between politics and, 4–5, 10, 81; Social Realism style, 90; social value of, 84; in U.S. (1839 to early 1930s), 197 n.10. *See also modern architecture; individual buildings*
 architecture scholars, 17–18, 104, 197 n.16
 "Architecture Under Capitalism" (Schapiro), 84
 assembly lines, 56
 Association Against the Prohibition Amendment, 23–24, 198 n.34
 Astor, Caroline Schermerhorn, 40, 202 n.8
 Astor, John Jacob, 39–40, 201 n.5
 Astor, John Jacob III, 40
 Astor, John Jacob IV, 202 n.8
 Astor, William Backhouse, 39–40
 Astor, William Waldorf, 201–2 n.8
 Astoria, William Waldorf, 202 n.9
 Astoria hotel, 202 n.8
 Atlantic Station, Atlanta, 188–89

avant-garde art, Soviet and Nazi response to, 90
 Avery, Sewell, 32

B

Barcelona chairs, 143
 Barr, Alfred H., Jr., 76–77, 91, 109, 207 n.50
 Bauer, Catherine, 80
 Bauhaus, closure by Nazis, 80, 90
 Bauhaus architects, emigration to U.S., 90
 Belin, Alice, 25
 Blake, Peter, 93
 Bliss, Lizzie P., 75–76
 Bohn Aluminum and Brass Corporation
 advertisements, 95
 Boldt, George C., 202 n.9
 bootleggers, 103–6
 Breuer, Marcel, 90, 109
 Brock, H. I., 50
 Brod, Jack, 17
 Bronfman, Charles, 107–8
 Bronfman, Edgar: on anti-Semitism in 1930s Montreal, 211 n.34; in Bronfman family, 107–8; letter to William Paley, 214 n.29; on Samuel, 103–4, 105; with Samuel, 138; on Seagram Building and corporate values, 144; and The Seagram Company Ltd., 211 n.25
 Bronfman, Ekiel, 104–5
 Bronfman, Phyllis. *See* Lambert, Phyllis Bronfman
 Bronfman, Saidye Rosner, 105, 108, 215 n.9
 Bronfman, Samuel "Mr. Sam": background of, 104–6, 210 n.21; with Edgar, 138; in employee guide to Seagram Building, 143; family of, 105, 107–8; and new Seagram headquarters, 117; as outsider, 159; rum-running by, 105–6, 211 n.34; struggle for cultural legitimacy, 103–4, 110
 Broun, Heywood, 70
 Brown, Floyd, 43
 Brown, Robert C., 36, 44–45
 Bulgaria, in mid-1980s, 1–3, 195 n.4
 Bulow, Harry, 121, 123, 214 n.17

Bunshaft, Gordon, 130, 160, 169, 220 n.1
 Burrows, Edwin G., 147, 149
 business architecture, 47–48
 "bustle" solution, 118

C

Canadian distillers, tax evasion charges against, 105–6
 capitalism: creative destruction of, 73, 153–55;
 cultural battle between communism and, 2–3;
 and postmodern culture, 5; Rockefeller on uniting power of, 179; skyscrapers as expression of, 74–75
 Cardiff Green Marble Company, 35
 Caro, Robert, 51
 Carpenter, R. R. M., 200 n.83
 Carrere & Hastings, 46, 203 n.37
 Casa Poporului ("the House of the People"), 3, 4
 Ceaușescu, Nicolae, 3–5
Centralizer (magazine), 138–39
 Centre Canadien d'Architecture, 110–11
 Chandler, Alfred, 24
 Chanin, Irwin, 42
 Chanin Building, 202 n.17
 Chapman, Fred L., 44
 Chappell, George S. (T-Square), 50
 Chase Manhattan Bank, 180
 Chatham Phenix National Bank and Trust Company, 43, 203 n.28
 Cheney, Sheldon, 47
 child labor, 29
 Chrysler Building, 131, 132, 191, 194, 203 n.36
 Codrescu, Andrei, 1, 3–4
 Cold War, 92, 97, 138–44
 Committee for a Reasonable World Trade Center, 165–66
 communism, 2–4, 89–90
 condominium towers of 21st century, 190
 congressional hearings: on organized crime in business (Kefauver Hearings), 104, 118–24;
 on U.S. entry into World War I (Nye Hearings), 36
 construction accidents, 73–74, 190
 construction booms, 89, 129, 190–91
 consumer culture, Seagram Building and, 7, 97, 100

consumer economy, alliance with modern architecture, 94, 96
 Corbusier, Le (Charles-Édouard Jeanneret), 85, 91, 109
 corporate architecture, 104
 corporations, modern, 25, 35, 130. *See also names of specific corporations*
 Costello, Frank, 121, 122
 cotton, slave-produced, 151–52
 Coughlin, Father, 36
 Cross & Brown, 117
 Curran, Henry H., 198 n.34
 curtain walls, 78
 curtain wall skyscraper, 190
 Curtis, William J. R., 101, 197 n.16
 Cushman and Wakefield, 117

D

de Montebello, Philippe, 181
 Distillers Corporation (Seagram Company Ltd.), 210 n.25
 division of labor, in architecture, 47, 50
 Dole, Bob, 159
 Downtown Lower Manhattan Association (DLMA), 160, 161
 Downtown West Businessmen's Association, 163, 164
 Dunn, Catherine, 28
 du Pont, Alfred I., 25
 du Pont, Eugene, 25, 35
 du Pont, Irene, 198 n.34
 du Pont, Pierre S., 23, 53; and Association Against the Prohibition Amendment, 198 n.34; background of, 24–26; and Empire State, Inc., 45, 51, 62, 205 n.36; as Empire State Building patron, 17, 19–20; and Louis Kaufman, 43–44; and Longwood Gardens, 20, 21, 199 n.50; motivations of, 33–35; Raskob's relationship with, 21–23; White House visit, 52. *See also* Du Pont Company
 du Pont, T. Coleman "Coly," 25, 40–43
 Du Pont Company, 24–25, 25, 35, 36, 199 n.49
 Dutch West India Company, 147, 150

E

Earle, Ellis P., 51
 East/West cultural battle, 2–3
 Eisenhower, Milton, 142
 eminent domain, and World Trade Center, 155, 164
 Empire State, Inc. (Enyan Corporation): board of directors, 45, 62, 203 n.28, 205 n.36; Great Depression and, 51–55; lobbying efforts of, 60; and photography of Lewis Hine, 56–57; reports to stockholders, 58–59, 204 n.19; sale of common and preferred stock in, 44–45
 Empire State Building, 14, 48, 61, 66–67, 69; awards for, 13, 17, 50; B-25 bomber crash, 62, 63; as business architecture, 47–48; cartoons featuring, 72; civic value of, 65–68; compared to Seagram Building, 97; compared to World Trade Center, 147, 157; construction of, 55–56, 73–74; and creative destruction of capitalism, 73; design process, 46–47; and desire, 33–34; drivers in creation of, 13–15, 17, 45–46; Great Depression and, 52, 54, 64; influence of, 43, 197 n.16; Khrushchev at, 71; King Kong and, 59; and New York City Zoning Resolution, 48; ownership of, 62, 187, 197 n.13; politics in creation and operation of, 65; poster of, 184; and producer economy, 7, 100; profitability of, 33–34, 52, 57–64; renewed affection for, 183; response to, 50, 54, 68–70, 72–75; site history, 20, 39–41, 201–2 n.8; as speculative venture, 43–46, 51–52; studies of, 17–18; supplier contracts, 35; symbolic power of, 15–17, 35–36, 70–71, 73–74; tax assessments, 60, 68, 204 n.7; tower income vs. rental income, 52, 57; as urban microcosm, 36–37
 Enyan Corporation (Empire State, Inc.), 203 n.28
 Equitable Building, 42
 ethical issues, present-day, 193–94
 Exhibition 15. *See* Modern Architecture: International Exhibition (Exhibition 15)

F

Factory Investigating Commission (FIC), 219
 Fascism, during World War II, 90–91
 Ferris, Hugh, 49
 Fifth Avenue, Manhattan, 40, 42–43, 201 n.6
 fire safety laws, 29
 Fischel, Victor A., 116–17, 121
 flat fees, 47
Flintstones, The (television show), 2
 Foley, James A., 199 n.58
 Foley, Tom "Big Tom," 28
 Ford, Betty, 159
 Ford, Gerald, 159
 Fordism, 50, 55
Fountainhead, The (Rand), 91–92, 113
 the "four hundred," 40, 201 n.7
 Four Seasons restaurant, 133, 187
 Frampton, Kenneth, 78, 101, 197 n.16
 Freedom Tower, 192
 Friedsam, Michael, 51
 Frost, Robert, 142
 Fuller, Buckminster, 84, 207 n.60
 "Future of Man, The" (symposium), 142

G

Gellert, Hugo, 74
 General Motors (GM), 22, 25, 35, 198 n.31
 General Motors Gothic, 176, 178
 George A. Fuller Company, 117
 George Eastman House, Rochester, New York, 204 n.10
 Giedion, Sigfried, 220 n.28
 glass curtain wall skyscraper, 190
 global trade, and World Trade Center, 7–8, 147–48, 161
 Gold, Mike, 81
 Goldberger, Paul, 155–56
 Goodyear, A. Conger, 76
 Gray, W. D., 35
 Great Depression, 32, 51–55, 64, 73–74, 129
 Gropius, Walter, 90, 114, 129, 171, 207 n.53
 Ground Zero, 155, 156, 180–81, 187. *See also* Freedom Tower
 Guzik, Jacob "Greasy Thumb," 121

H

Halley, Rudolph, 120–21, 123
 Hamlin, Talbot, 49, 50, 81
 Hardenbergh, Henry J., 202 n.8, 202 n.9
 Harmon, Arthur L., 13, 46–47. *See also* Shreve,
 Lamb & Harmon
 Harris, Leslie, 150
 Harrison, Wallace K., 169, 220 n.1
 Haskell, Douglas, 49, 80
 Heckscher, August, 51, 58, 76
 Heckscher Building, 76
 Helmsley, Harry, 62, 187
 Helmsley, Leona, 197 n.13
 Hilton, Conrad, 10
 Hine, Lewis, 56–57, 204 n.10, 204 n.15
 Hitchcock, Henry-Russell, 76–78, 129, 207 n.50
 Hood, Raymond, 50
 Hoover, Herbert, 30, 52
 Hotel New York advertisement, 71–72
 House of Seagram, 210 n.4
 housing, for people in lowest wage-earning
 class, 76
 "Housing" section of Exhibition 15, 79
 Howe, George, 109
 Hutton, Edward, 32
 Huxtable, Ada Louise, 153, 154, 155

I

immigrants, 40, 199 n.70
 International Style: in Bulgaria, 2–3;
 formalization of modernism in U.S. as, 83;
 introduction of, in U.S., 97; and Modern
 Architecture: International Exhibition, 75–
 78, 207 n.50. *See also* modern architecture
International Style: Architecture Since 1922
 (Hitchcock and Johnson), 77
 Iofan's Palace of the Soviets, 197 n.16

J

Jewell, Edward Alden, 80
 Johnson, Philip: Phyllis Lambert and, 109; and
 Modern Architecture: International
 Exhibition, 76–78, 129, 207 n.50; rejection
 of, for World Trade Center design, 171; and
 Seagram Building, 137, 141–42
 Jordy, William, 124, 126

Joseph E. Seagram & Sons, Inc., 210 n.4

K

Kahn, Albert, 56
 Kahn, Louis, 171
 Kahn and Jacobs, 117
 Kaufman, Louis G., 43–44, 51
 Kefauver, Estes, 104, 120, 120, 121, 214 n.19
 Kefauver Hearings, 104, 118–24, 119
 Kennedy, John F., 130
 Khrushchev, Nikita, 70, 71
 King Kong and Empire State Building, 59
 King Kong and Twin Towers, 182, 183
 Koch, Ed, 165
 Kwait, John. *See* Schapiro, Meyer (John Kwait)

L

Lake Shore Drive apartments, Chicago, 176, 177
 Lamb, William F., 13, 46–47, 50. *See also*
 Shreve, Lamb & Harmon
 Lambert, Jean, 108
 Lambert, Phyllis Bronfman, 107; career in
 architecture, 110–11; as chairman of
 planning for Seagram Building, 104, 106–
 11, 142; early life of, 107–8; and Pereira &
 Luckman design, 108, 211 n.39; on Samuel,
 105
 Lansky, Meyer, 121
 Lapidus, Morris, 131, 132–33
 LCN Door Closers ad, 172
 Lever House, 118, 130, 213 n.9
Liberator, The (magazine), 81, 206 n.44
 Libeskind, Daniel, 155, 181–82, 193
 Linton Pencil Company ad, 172
 liquor business in 1950s, 103–4
 Lloyd, G. E., 106
 London Terrace advertisement, 71
 Long, Huey, 36
 Longwood Gardens, Kennett Square,
 Pennsylvania, 20, 21, 25
 Lower Manhattan: authority ceded by Dutch to
 British, 150–51; as birthplace of New York,
 147–48; cycles of eviction, destruction, and
 redevelopment, 153–55; early European
 settlement of, 150;

- Lower Manhattan (*continued*): Rockefeller's interest in renewal of, 160–61; violent conflict in, 148–49, 150–52
- Luckman, Charles, 108, 211 n.41. *See also* Pereira & Luckman
- Ludlow, William Orr, 80
- M
- Manhattan: fictional narratives of, 153; Fifth Avenue, 40, 42–43, 201 n.6; history of, 39–43, 147–48; Tenderloin district, 201 n.8. *See also* Lower Manhattan
- Markov, Georgi, 2
- Marx, Karl, 1, 4
- Masses, The* (magazine), 81, 206 n.44
- Maybeck, Bernard, 114
- McGregor Memorial Conference Center, Wayne State University, 176
- McKim, Mead & White, 46
- "Men Who Plan..." ads, 95–96
- Merchants' Association of New York, 54–55
- Metropolitan Life Building, 94
- Metropolitan Life Insurance Company, 59–60
- Meyner, Robert, 162
- Michigan Consolidated Gas building, Detroit, 170
- Mies van der Rohe, Ludwig, *III*, *II*2; emigration to U.S., 90, 129; furniture designed by, *132*, *143*; and Kennedy inauguration, 130; and Lake Shore Drive apartments, Chicago, 176, *177*; monument to Communist martyrs, 93; politics of, 207 n.53; and proposed addition of bomb shelter to Seagram Building, 142; public persona of, 113–14; reputation of, 102–3, 142; and Seagram Building, 109–10, 111–14
- Miller, Charles Frederick, 56
- Miller, Nathan, 29
- modern architecture: avant-garde reception of, 83; in Bulgaria, 2–3; contradictions and ambiguity in symbolic meanings of, 5; discourse about (1930s), 75; as medium for messages, 6, 89, 94–96; as representation of modern lifestyle, 94; in Romania, 3–4; and social revolution, 80, 84, 93;
- modern architecture (*continued*): symbolic political value of, 130. *See also* International Style
- Modern Architecture: International Exhibition (Exhibition 15): assessments of impact of, 75; critical response to, 78–81; "Housing" section of, 79; impact on American architecture, 77–78; organizers of, 76–78; political reception of, 81–85
- modernism: alliance of consumer economy and, 94; associations with degeneracy and insanity, 80; loss of social aspirations in, 83; mechanistic imagery and, 91; Modernist figures of 1950s, 109; rhetoric of, 3; rising legitimacy in U.S., 75, 90. *See also* modern architecture
- Montagu, Ashley, 142
- Montgomery, Roger, 100
- Moses, Robert, 29, 157, 160, 161
- Moskowitz, Belle, 68–70
- movie industry, and the Cold War, 92
- Muller, Hermann J., 142
- Mulvihill, Catherine, 26–28
- Mumford, Lewis, 78–80, 92, 100, 114
- Museum of Modern Art (MoMA), 75–76, 204 n.10. *See also* Modern Architecture: International Exhibition (Exhibition 15)
- mythmaking, 148–50
- N
- Nadel, Oscar, 163, 164, 165
- Nation, The* (magazine), 91
- Nazis, 80, 90
- Nearing, Scott, 56
- New Deal, 26, 58
- New Masses* (magazine), 72–73, 81–85
- New York City: boom decade (1920s), 42–43; building activity during World War II, 129; building code for structural steel, 54–55; burial site for African Americans, enslaved and freed, 152; at close of 19th century, 39–40; full-block sites in, 42; 19th-century society in, 40, 201 n.7; office space (late 1920s), 49, 62; rules of real estate in, 54; tenement, 27. *See also* Lower Manhattan; Manhattan

New York City Zoning Resolution (1916), 16, 42, 48–50
New York County sheriff, 29
New York County Trust Company, 198 n.33
New Yorker, 72–73, 137
New York Times, 80
9/11 attacks, 148–49
Nye, Gerald, 36

O

organized crime, Kefauver investigation into, 104, 118–24
"Origin of the Industrial Capitalist" illustration, 74
outsiders in American society and politics, 17, 18–20, 30, 159, 172

P

Page, Max, 5–6, 42–43
Pataki, George, 155
patronage, the power of, 37
Pearl Harbor attack, 173
Peele Street Castle, 124, 125
Pei, I. M., 109, 171
Pereira & Luckman, 108, 132, 211 n.39
Peyton, Anne du Pont, 35
Playboy, 112, 139
Polaris missile, full-scale model of, 139
political architecture, 83
Pollock, Jackson, 114
popular culture, influence of modern architecture on, 89
populism, 16–17, 32
Port Authority of New York and New Jersey, 158–59, 161–62, 162, 175–76, 176–77
postmodern culture, and capitalism, 5
Poverty and Riches: A Study of the Industrial Regime (Nearing), 56
presidential campaign (1928), 30, 200 n.79
producer economy architecture, 7, 100. *See also* Empire State Building
progressive ideology, 35, 36
Prohibition, 42, 103–4, 105, 106, 211 nn.34–35
Prohibition Amendment, 23–24, 198 n.34
Project Skytop, 115–18
Publicity Associates, 68–70

Q

Quigley, David, 152

R

racism, 171, 172, 173–74
Radio Row, 155, 162–65, 163, 166
Rand, Ayn, 91–92, 113–14, 212 n.68
Raskob, John J.: and American Liberty League, 33, 200 n.83; and Association Against the Prohibition Amendment, 198 n.34; background of, 16, 198 n.26; as board member of Empire State, Inc., 44; death of, 62; du Pont's relationship with, 21–23, 23; as Empire State, Inc. board member, 51; as Empire State Building patron, 19–20, 32; estate of, 19; and Louis Kaufman, 43–44; motivations of, 33–35; as outsider, 159; political conservatism of, 32; political interests of, 30; as power-broker in New York Irish community, 198 n.33; progressive ideology of, 35; testifying to Congress, 34
Ray, Barry, 164–65
Repauno Chemical Company, 26
Republican National Convention, 159
Revere Copper and Brass advertisement, 94–95
Revolutionary War, 151
RFR Holdings (RFR Realty, LLC), 187
Ricca, Paul "the Waiter," 121
Rice, Elmer, 33
Rietveld, Gerrit, 80
riots, 152
Roark, Howard (fictional), 91–92, 113–14
Rockefeller, Abby Green Aldrich (Mrs. John D. Rockefeller, Jr.), 75–76
Rockefeller, David, 158; on architect selection for World Trade Center, 220 n.2; background of, 159–60; and inception of World Trade Center, 158–59; omission of Yamasaki in memoirs of, 180, 220 n.1; on uniting power of capitalism, 179; vision for downtown Manhattan, 161–62; and Yamasaki's design for World Trade Center, 176–77
Rockefeller, John D., 58
Rockefeller, Nelson, 158, 159, 162, 164

- Rockefeller Center, 58, 167
 Romania, in late 1980s, 3–4
 Roosevelt, Franklin, 30, 32
 Rosner, Saidye. *See* Bronfman, Saidye Rosner
 Roth, Leland, 101, 197 n.16
 Russell, Bertrand, 142
 Ruth, Babe, 31
- S
- Saarinen, Eero, 109
 Sabin, Charles, 198 n.34
 Sarnoff & Co. advertisement, 71
 Schapiro, Meyer (John Kwait), 82–85, 207 n.60
 Schechter, A. A., 134, 136, 215 n.13
 Schroder House (Rietveld), 80
 Scully, Vincent, 181
 Seagram Building: accolades and awards for, 137; aesthetics/technology connection in, 141–42; associations of, with whiskey, 126–27; bomb shelter considered for, 140–41; bottle display with modern art and furniture, 132; commentary on, at time of completion, 102; compared to Empire State Building, 97; compared to World Trade Center, 147, 157; under construction, 135; and consumer culture, 7; cost of, 97, 209 nn.2–3; critical response to, 100–101; dedication ceremony, 134; early schemes for, 108, 213 nn.7–9; as embodiment of luxury, 97–100; formal composition and characteristics, 101–2; Four Seasons restaurant, 133; furniture designers, 143; gulf between intention and reception, 103; influence on urban design, 102–3; lease rates for, 187; lobby of, 101, 210 n.14; as location for fashion shoots, 216 n.33; marketing and brand management concepts, 143–44; narrative for tour guides, 143; at night, 98, 102; offices of, 99; plaza and fountains of, 104, 136–37, 139; preliminary planning for, 115–18; press coverage of, 134–35; promotional efforts for, 127, 133–38, 142–43; relationship of, to site, 136–37; symbolic value of, 100, 138–39; technological innovations, 136, 141–42; washroom, 144
- Seagram Building plaza: display of Polaris missile, 139
 Seagram Company Ltd. (Distillers Corporation) (House of Seagram), 210–11 n.25; advertisements of, 95–96; design for new Seagram Building, 124; and "The Future of Man" symposium, 142; headquarters in Chrysler Building, 132–33; and Kefauver hearings, 119, 121–24; Montreal headquarters, 105, 124, 125, 215 n.10; and Project Skytop, 115–18
 setback skyscrapers, 16, 48–50, 49, 118
 Severud, Elstad and Krueger, 140–41
 Shreve, Lamb & Harmon, 45, 46–47, 50, 114, 172, 174
 Shreve, R. H., 13, 46, 55
 Shreve & Lamb Associates, 43
 sidewalk superintendents, 135–36
 Siry, Joseph, 6
 Skidmore, Owings & Merrill (SOM), 160, 161, 169
 skyscrapers: adoption in popular culture, 192; driving forces behind, 13–15; glass curtain wall, 190; as material expressions of wealth and power, 18, 75, 100, 192–94; as new frontier for economic investment and production of wealth, 35–36; as preferred urban expression of wealth, 191; as proxies for prosperity, 2–3; setback, 16, 48–50, 49, 118; as symbol of capitalist excess and exploitation, 74
 Slater, Ellis D., 115–17
 slave rebellions, 152
 slavery, in New Amsterdam/New York City, 151–52
 "Slenderella in the Sky" (*Playboy*), 112, 139
 Sloan, Alfred, 32, 53
 Sloan and Robertson, 202 n.17
 Slotkin, Richard, 173, 185
 Smith, Alfred E.: ancestors of, 199 n.59; antipathy toward Roosevelt and New Deal, 26, 58; background of, 16–17, 26–31; birthplace of, 27; death of, 62; and Duke of Windsor, 69; and Empire State, Inc., 44–45, 51, 57–62, 68, 204 n.19; as Empire State Building patron, 19–20, 32–33;

- Smith, Alfred E (*continued*): and impeachment of Al Sulzer, 199 n.69; marriage of, to Catherine Dunn, 28; political career of, 26, 29–31; Raskob's relationship with, 24; with realtor's license, 33; referenda passed during tenure of, 198 n.25; reform efforts of, 74; Babe Ruth as supporter of, 31; as sheriff of New York County, 29; support of, by immigrant communities, 199 n.70
- Smith, Alfred E., Sr., 26–28
- Smith, Hinchman, and Grylls, 172, 174
- Socialist Realism style, 90
- social standing in late 19th-century New York, 40
- Soviet Union, 89, 90
- speculative buildings, 42, 70
- Speer, Albert, 90
- Spence, David, 124
- St. Louis Airport Terminal, 174
- Starrett, Paul, 65
- Starrett, W. A., 49–50
- Starrett Brothers, Inc., 45
- Starrett Brothers and Eken, 203 n.32
- Stayton, William H., 198 n.34
- steel construction, 50, 54–55
- Sterling, Jack, 126–27, 214 n.24
- Stern, Robert A. M., 17, 77–78, 156, 211 n.39
- Stone, Edward D., 169
- structural integrity, 78
- subcontracting, in planning and construction, 47
- Sullivan, Louis, 13–15
- Sullivan, Mary Quinn (Mrs. Cornelius J. Sullivan), 75–76
- Sulzer, Al, 199 n.69
- T
- Tammany Hall, 26, 28–29
- tax evasion charges against Canadian distillers, 105–6
- Taylorism, 55
- television, state-sponsored in Bulgaria, 2
- Tenderloin district, Manhattan, 201 n.8
- Third Reich, 90
- TIAA-CREF, 187
- Timken Tapered Roller Bearings ad, 173
- Tobin, Austin, 162, 170–71. *See also* Port Authority of New York and New Jersey
- Todd Combustion ad, 172–73
- Triangle Shirtwaist fire, 28–29, 199 n.65
- Trump, Donald, 17, 187, 197 n.13
- Tschumi, Bernard, 129, 130
- T-Square (George S. Chappell), 50
- Twin Towers: ambiguity of public sentiment following 9/11 attacks, 181–82; compared to Lake Shore Drive apartments, 220 n.28; critical response to, 155–56, 191; height of, and fears for public safety, 165–67; King Kong and, 182, 183; symbolic value of, 156. *See also* World Trade Center
- U
- Upton, Dell, 17–18
- V
- Van Allen, William, 203 n.36
- vertical assembly line, in construction of Empire State Building, 55–56
- violence, in Lower Manhattan history, 148–49, 150–53
- W
- Wadsworth, James, 28, 198 n.34
- Wagner, Robert F., 161–62, 162
- Waldorf-Astoria, 40–43, 41, 45–46, 202 n.9
- Waldorf-Astoria Office Building, Inc., 44, 203 n.28
- Waldorf hotel, 202 n.8
- Walker, Jimmy "Beau James," 54–55
- Wallis & Goodwie, 46
- Walloons, 150
- Wall Street bombing (1920), 153
- Weber, H. Hamilton, 51–52
- wets, 24
- Wharton, Annabel Jane, 10
- Whyte, William, 137
- Wien, Leonard, 62, 165, 187
- Williams, William, 79–80
- Willis, Carol, 6, 18, 55
- Windows on the World, 178, 179
- Windsor, Duke of, 69

workplace efficiency, 55–56
workplace safety, 29, 73–74
world's tallest building, 187
World Trade Center, 154, 182; claims vs. reality, 164; cost and profitability of, 157; and creative destruction of capitalism, 153–55; financing, planning, and construction of, 157–59; and global economic expansion, 7–8; mismatch between rhetoric and reality, 180; and most-profitable-use imperative, 153; 9/11 attacks on, and mythmaking, 148–49; office space in, 174–75; opposition to construction of, 162–65; plans and models made public, 164; program for, 169–70; retroactive reinterpretation of, 182–83; site chosen for, 162; site rebuilding goals, 191; Tribute in Light, 188–89; Windows on the World restaurant, 178. *See also* Ground Zero; Twin Towers

World War I, and munitions industry, 25, 36
World War II, 89–90, 94–95, 129, 172–73
Wright, Frank Lloyd, 92–93, 109–10
Wright, Gwendolyn, 5

Y

Yamasaki, Minoru, 170, 175; architectural education, 171–72; buildings designed by, 174, 176; design experience, 170; on design for World Trade Center, 175, 179; on meaning of World Trade Center, 148; omission of, in Rockefeller's memoirs, 180, 220 n.1; outsider status of, 172; Port Authority's hiring of, 169–71; professional persona and reputation, 171

Z

Zhivkov, Todor, 1–2