

A

Absentee heirs, in land assemblage negotiations, 110–111
Affordable housing, 200
African Americans, as aspiring brokers, training seminars for, 90
Alfalfa Club, Washington, D.C., 232–233
Allen, Irene (boutique owner), 107–108
Altalena, sinking of, 61
Altman, Andrew, 163
Amazon River, Brazil, winter trip to, 140–141
American Association of Retired People (AARP), 31
American Bar Association (ABA), 180–183
American League for a Free Palestine, 65
 Studley brothers in, 59–62
American Management Association (AMA), 27, 193–198
Analysis, need for. *See* broker teams
Annual trips. *See* winter trips
Applebaum, Ralph, 163

Arbitration, Julien's interviewing skills in, 72–74
Aronaves de Mexico, interior design for, 82
Ashcroft, John (US Attorney General), 232
Assemblage of land, for Citicorp Center project, 94–113
Aubry, Ed, 86
Austria, winter trip to, 149
Avery Fisher Hall, 235

B

“Backfill” space, 189
Bandler, Adam, 69, 74, 105
Barlow, Matt, 177, 185, 186, 188, 192
 and American Management association negotiations, 194–196
Bar mitzvah, Julien's, 50–51
Barry, Marion (mayor of Washington, D.C.), 151, 152–155
Bayonne, France, Studley family in, 51–52

- Begin, Menachem, 59, 61
 Studley brothers as guards to, 61
- Belora, Julia and Alyce (residential tenants), 105–106
- Ben Gurion, 61
- Berley & Company (real estate firm), 78
- Bialecki, Matthew, 6, 7
- Blarney Stone (tavern), 102
- Bloomberg, Michael (mayor of New York City), 23
- Borg, Nicholas, 42
 national accounts initiative and, 178
 on team development, 174
- Brady, Chris, 162
- Branch offices, opening of, 86–88
- Brando, Marlon (actor), 59
- Breger, Eddie, 203
- Brett Wycoff Potter Hamilton (brokerage firm), 77
- Breuer, Marcel, 82
- Brokers
 aspiring, training seminars for, 90
 competitiveness on winter trips, 131–132, 139
 hiring practices at Studley, 33–37
 interdisciplinary teams. *See* broker teams
 “renaissance” type *versus* interdisciplinary teams, 41–42
 training of, 84–85
- Broker teams
 development of, 42, 173–198
 earnings distribution in, 185–186
 lease analysis and, 175
- Bunshaft, Gordon (architect), 81
- Business analysis, need for. *See* broker teams
- C**
- Cadwalader, Wickersham & Taft, 193, 242–244
- Café Chauveron. *See* Roger Chauveron
- Candler, Asa Griggs, 183
- Candler Building, New York City, 183
- Capuciat, Peter, 177, 179
- Carb, Luria, Glassner, Cook & Kufeld, Salomon Brothers lease negotiations and, 24–25
- Caribbean cruise, as winter trip, 149–150
- Carr, Oliver, 167, 171
- CarrAmerica, 171
- Cartegena, Colombia, winter trip to, 134–135
- Central Intelligence Agency (CIA), 74
- Chauveron, Roger (restaurateur), 96
- Chelsea Market, New York City, 36
- Chicago, Illinois
 American Bar Association space requirements, 180–183
 planned unit development in, 180
 Sears, Roebuck and Company space-cost analysis, 17–18
Chicago Tribune, 66
- Chichicastenango, Guatemala, winter trip to, 135–136
- “Chickie” (friend), 65
- Chu, Thach, 199
- “Churn rate,” 191
- Citicorp Center project, 11
 land assemblage activities for, 94–113
 origins of, 92–93
- Cohen, Arthur, 218
- Colacino, Michael, 44, 131, 186–187, 190, 192
 as Amazon “victim,” 141
 and American Management association negotiations, 193–196
- Cold calling, 17
 on Citicorp Center project, 95
- Cold War, psychological warfare and, 64, 70

- COMDEX, 39–44, 40
- Commercial real estate brokerage, nature of, 14–16
- Commercial tenants, in land assemblage negotiations, 96–102
- Commitment dinner, original, 135
- Competitiveness, on winter trips, 131–132, 139
- Competition, bundled services and, 42–43
- Computers, introduction in Studley office, 39–44
- Condon, Laurie (team coordinator), 181
- Conerty, John, 17–18
- Coquelin, Oliver (nightclub owner), 108–109
- Corporate family, winter trips strengthening, 133, 171
- Courteousness, rewards of, 21
- Cravath, Swaine & Moore, 208 relocation of, 20–21
- Cross business, generating, 133
- Cuba
journey to, 55–56
Studley family in, 56–57
Zionism in, 56–57
- Cucinella, Bob (soldier), 65
- Cushman, John, 84
- Cushman & Wakefield, 84, 87, 186, 190
- D**
- Dale, Richard (architect), 181
- Davison, Gates, 68–69
- Deals, hunting for and fashioning, 16–27
- Decision making, 87
- Decoration and Design Building, 210
- Defector reception facility (DRF), 71–72
- Deli City (restaurant), 102
- DeLorenzo, Alex, 99
- Del Vecchio, Gloria, 110–111
- Department of Employment Services (DES) site, 12, 158–171. *See also* Newseum project
- Detachment R, Julien’s assignment to, 70
- Diamond cutting and polishing
Julien employed in New York, 58–59
Julien learns in Cuba, 56–57
moonlighting in, 78
- Diller Scofidio & Renfro (architects), 236
- Docter, Charles (community leader), 162
- Donahue, Tom, 102
- “Doubter,” Julien as, 85
- Dow Jones News Service*, 141
- Drexel Burnham Lambert Inc., 23
- Dreyer and Traub (law firm), 206
- Ducharme, Jacque, 147
defending induction ceremonies, 141
on team development, 174
team development and, 180, 181
winter trip memories of, 142
as winter trip “murder suspect,” 129
- Duell, Manny, negotiations with, 97–100
- Durst, Douglas, 19
- E**
- Ellington, Duke, 93
- Employee arbitration, Julien’s interviewing skills in, 72–74
- Entertainment Weekly*, 188–190
- Equitable Building, 201
- Evans, Jack, 163
- F**
- Federal Communications Commission (FCC), 152–153
- Federal Reserve Board (FRB), 31–32
- Film Society, 233–234
- Firepole, request for, 28

- First National City Bank site. *See*
Citicorp Center project
- A Flag is Born* (play), 59
- Ford Foundation, and St. Peter's
Lutheran Church, 92–93
- Fort Lee, Massachusetts, Julien at,
63–65
- Fort Riley, Kansas, Julien at, 65
- Freedom Forum, and Newseum
project, 12–14, 155–171
- Freedom Tower, 243
- Freeman, Gerry, 1, 4, 211
- Freeman, Jerry, 85–86
- Freidin, Jack (interior designer),
82–83
- Freidin-Studley Associates, 82–83
- Fulcher, Tom, 184
- G**
- Gannett Foundation, and
Newseum project, 155–171
- Gartenberg, Jamie Michelle
(daughter of James), 124
- Gartenberg, Jill (wife of James),
117, 120, 122, 123–124
- Gartenberg, James
memorial service for, 123–124
as victim of September 11, 2001,
attack, 116–125
- Gartenberg, Nicole (daughter of
James), 124
- Geller, Michael, as winter trip
“murder suspect,” 129
- Gephardt, Dick, 238
- Ghent, Belgium, Tolle sculpture
in, 227–228
- Giesinger, Edward, 152
- Gillette, Guy M., 65
- Gingrich, John, 233–234
- Goldberg, Arthur, 159
- Goldman, Adam (friend of James
Gartenberg)
hopes held by, 122
September 11, 2001, and,
119–120
- Goldman, Sol, 99
- Goldstein, David, 186
- Goldstein, Stephen, 74, 152, 184
as partner, 88–89
as winter trip “murder suspect,”
129
- Goodman, John, 181, 182
- Goodman, Robert, 116
- Good Shepherd-Faith Presbyterian
Church, 233–235
- Gouverneur General Tiremont* (ship),
55
- Graham, Bob, 95
- Gravelines, France, Studley family
in, 50
- Greenberg, Arthur, 30–31, 131
- Greenberg, Hank (baseball
player), 59
- Grill, Steve, 183–184
- Gross, Hy, 81
- Ground Zero, reconstruction at,
243–244
- Gruber, Colonel, 66
- Guiliani, Rudolph (mayor of
New York City), 236
- Gutfreund, John, 23, 26
- H**
- Haaren High School, New York
City, 35
- Haganah (Zionist group), 59–60
- Handschumacher, Kurt
as financial analyst in broker
team, 176
job interview, 34–35
profile, 173
winter trip memories of, 140,
142
- Haring, Keith (artist), 6
- Harlan, Stephen, 161–162
- Hashomer HaDat (Zionist group),
57
- Hecht, Ben (playwright), 59
- Herman, Alexis (US Secretary of
Labor), 169

Heschel, Abraham Joshua, 94
 Hill, Ellen, 204–205
 Hill, Fred H., 201–221
 Hippopotamus (nightclub),
 108–109
 Hirshon, Dorothy, 227
 Hirshon Suite, 227
 Tolle commissioned to decorate,
 228
 Honmura An (restaurant), inspira-
 tion from, 229
 Horowitz, Daniel, 156
 Horowitz, Nathan, 60
 Hotels, converted to offices, 82
 Howard, Thomas (residential
 tenant), 106–108
 Huberth & Peters, 186

I

Incentive trips. *See* winter trips
 Initiation ceremonies, on winter
 trips, 38
 defense of, 141
 Interior design services, 82
 Internet, Studley's presence on,
 39–44
 Internment camp, Moroccan,
 Studley family in, 55
 Interviewing skills, Julien's, 70–76
 Irgun (militant Zionist group), 59–60
 Julien and George join, 60–61
 Irish Hunger Memorial, 227

J

Jacom, Mark, 38–39
 team development and, 179
 James D. Landauer Associates, 103
 Jarvis, Charlene Drew, 169
 Job interviews, at Studley, 34,
 36–37
 John Jay College of Criminal
 Justice, New York City, 35
 Johnson, Alvin, 231
 Juffe, Mel (journalist), 66, 68, 69
 Juilliard School of Music, 235, 236

Julien J. Studley, Inc., offices of,
 2–3. *See also* Studley

K

Kaempfer Company, 167
 Kaiser, Albert (accountant), 96
 Kelly, Legan & Gerard (planning
 consultant), 191
 Kennedy, Marion, 150
 as silent partner, 220–221
 Kennish, Barbara (friend of
 Patricia Puma), 116, 117, 121
 reminiscence of James
 Gartenberg, 125
 Kennish, Matthew (son of
 Barbara), 121
 Kennish family, 117
 in aftermath of September 11,
 2001, 122
 Kerrey, Bob, 226–227, 229,
 230–232
 King David Hotel, Jerusalem, 60
 Kingsbridge Terrace acquisition,
 211–214
 Kissinger, Henry, 233
 Klarsfeld, Serge (historian), 55
 Kovak, Stanley, 83, 203, 213, 214
 Kovner, Bruce, 236
 Krainess, Michael (“Uncle
 Mischa”), 46, 53. *See also*
 Studley family
 fate of, 55

L

La Guardia High School for the
 Performing Arts, 238
 Land assemblage, for Citicorp
 Center project, 94–113
 Landlord-tenant arbitration, 23–24
 La Panne, Belgium, Studley family
 in, 49–50
 Laybourne, Geraldine, 36
 Leadership
 Julien's style, 36–37
 transition to new, 43

- Learner, Joe, 30, 181, 182
Lease negotiations
 examples of, 27–33
 Salomon Brothers, 21–26
Leases
 financial analysis of, 175
 flipping, 98
 leveraging, 30
 restructuring, 31
 synthetic, 131
Le Colombe d'Or (restaurant), 89–90
Le Corbusier (architect), 2, 5
Lehman Brothers, 243
Lehrer, Jim, 233
Lehrer, Peter, 237–238
Lehrer McGovern Bovis, 238
Lesce, Louis (9/11 survivor), 122
Leveraging, in lease negotiations, 30–31
LeWitt, Sol (artist), 5–6, 230
Lexman realty, establishment of, 96
Life magazine, 62, 77
Lightbourne, Sylvia (residential tenant), 212
Lincoln Center, 233–240
Lincoln Center Reconstruction project, 237
Loews Corporation, 79
Loft rentals, 79, 80
Los Angeles Times, 87–88
Lovell, Chris, 87
Luberda, Margaret, September 11, 2001, and, 118–119, 121
L.V. Hoffman, Inc. (loft brokerage firm), 78–79
Lynch, Terry (community leader), 162, 167
- M**
MacArthur, Charles, 11
Macklowe, Harry, 186
Manhattan, New York City
 Cravath, Swaine & Moore relocation, 20–21
 land assemblage. *See* Citicorp Center project
 lower, resurrection of, 243–244
 Nasdaq relocation, 19–20
 New School project, 226–227
 Oxygen Media space requirements, 35–36
 zoning resolutions in, 202
Marek, Richard, 17
MarketSite, New York City, 20
Marriott International, 30–31
Martin, George, 115–116
 winter trip memories of, 142
Martin Luther King High School, 238
Mayfield, Joe, 190
McArthur, Charles
 and Citicorp Center project, 92–113
 credentials of, 92
 hiring of, 91–92
McCloy, John J., 68
Medical Chambers, in land assemblage negotiations, 109–110
Melup, Solomon, 52, 557
Mendocino County, California, winter trip to, 138
Miami Beach, Florida, summer outing to, 143
Michel, Henri (historian), 49
Milliken, Michael, 23
Milstein Plaza, 236
Minskoff, Ed, 157
Mitmas Corporation, 100–101
Mitsubishi Realty Trust, 192
MJ (yacht), 150
Montpelier, France, Studley family in, 53
Moynihan, Daniel Patrick, 159
Muller, Henry, meeting with Dr. Ralph Peterson, 103–104
Mulroney, Brian (Canadian prime minister), 165–166

Murtha, Bob, 229
Murtha, Jim, 226

N

National accounts division
 creation of, 41–42, 178–179
 Julien’s resistance to, 178
National Geographic, annual winter
 trip exposée, 38, 140–141
Negev desert, Israel, winter trip to,
 141–142
Neuharth, Al, 153, 154–155
New School project, 226–231
Newseum project, 11–14, 155–171
New York City, NY, Studley family
 arrival in, 57
New York City School
 Construction Authority, 42
New York Daily News, 66
New York Times, 82, 238
Nice, France, Studley family in,
 53
Nile Dream (river cruiser), 128–131
Nishimori, Katsuya, 229–230
Nixon, Richard, 159–160
Nixon Peabody, 162

O

Oaxaca, Mexico, winter trip to,
 132
O’Dwyer, Paul, 60
Offenbacher, Frank J., 100
Office leasing
 L.A. Times article on, 87–88
 space availability, *Studley Report*
 on, 86
Office leasing, Studley’s foray into,
 80–90
O’Gara, Joe, 102
“Olympic” games, 147–149
One World Trade Center, Studley
 office fate on September 11,
 2001, 115–125
Orozco, José Clemente (architect),
 230

Overby, Charles, and Newseum
 project, 13, 155–171
Overmortgaging, 209
Owner, tenant as, 30, 31
Oxygen Media, 36

P

Paley, Sarah, 231
Palladia (Project Return), 200
Pannick, Scott
 on Studley winter trip, 127–128
 and team development, 177
Parsons School of Design, 227
Partnership, creation of, 88–89
Patagonia, Chile, winter trip to,
 139, 146
Patriot Act, 232
Patterson, Lt. Joseph Medill, Jr., 66
Payback, on interior design
 services, 83
Payment in lieu of taxes (PILOT),
 26
Pennsylvania Avenue Development
 Corporation (PADC),
 159–160
People brokering, of Julien
 Studley, 223–240
Perpignan, France, Studley family
 in, 52
Personality, importance of gauging,
 133–134
Peterson, Dr. Ralph (pastor),
 93–94, 103
 meeting with Henry Muller,
 103–104
P.F.A. Enterprises Inc., 111–112
Pillsbury Winthrop LLP, 33
Ping pong table, in Studley office,
 4, 90, 207
P.J. Clarke’s (saloon and restau-
 rant), 210
Planned unit development (PUD),
 in Chicago, Illinois, 180
Playboy Inc., 82
Plywood Building, 202

- Polsheck, James, 163
 Postal Square, Washington, D.C., 218–220
 Price, Eric, 163, 169
 Primoff, Morris, 97
 Pritchard, Peter, 163
 Professional ties, winter trips
 strengthening, 133, 143
 Propaganda efforts, 66
 Property management, 42–43
 Property services
 bundled, 42–43
 interior design, 82
Psyche (literary magazine), 69–70
 Psychological warfare, Cold War
 and, 64, 70
 Puma, Kevin (husband of Patricia), 120, 121
 Puma, Kiefer (son of Patricia), 121
 Puma, Patricia
 memorial service for, 123
 as victim of September 11, 2001, attack, 117–125
 Puma family, 117
 in aftermath of September 11, 2001, 122
 Push and pull principle, 87
- Q**
Questions and Answers About Real Estate (Semenow), 32
 Quinby, Bill, 185
- R**
 Ram, Terrance, 214
 Rappaport, Norman (printer), 69
 Raspler, David, 81, 83
 as entertainer at summer outings, 143–144
 as partner, 88–89
 winter trip memories of, 136–137, 138
 on winter trip to Scotland, 144
 Real Estate Board of New York (REBNY) annual dinner, 133–134
 Studley alternative to. *See* winter trips
 Real estate investment trust (REIT), 30
 Refugees
 assisted by Studley family, 50
 Studley family as, 49–54
 Request for proposals (RFP), 12, 160–161
 Residential tenants, in land assemblage negotiations, 104–108
 Richardson, H.H. (1838–1886), 240
 Ripp, Joe, 196
 Robertson, Rebecca, 235, 236
 Rockefeller, John D., Jr., 62
 Rockefeller Group, 192, 193
 Rogers, Edward M., 162
 Rosen, Andrew, September 11, 2001, and, 119–120
 Rotante, Ted, 35–36
 Rudin family, 188–190
 Russia
 debriefing of defectors from, 71–72
 fall of predicted, 71
- S**
 Sadowsky, Howard, 86–87
 memories of winter trips, 136, 137–138
 Milwaukee law firm lease negotiations, 28–29
 as partner, 88–89
 winter trip memories of, 142
 St. Peter's Lutheran Church site. *See* Citicorp Center project
 Salerno, Sam, 111–112
 Salomon Brothers
 fate of, 26–27
 office expansion lease negotiations, 21–26
 Sanders, Betsy, 81
 San Francisco, California, winter trip to, 138
 Scavenger hunter, as winter trip activity, 132

- Schattner, Emil, 90
- Shear, Mitchell, 167
- Schnabel, Donald, 11, 22, 36, 87, 93
 in Duell negotiations, 98–100
 on generating cross business, 133
 and Nasdaq relocation, 19–20
 as partner, 88–89
 September 11, 2001, and, 118
 and team development, 175–176
- Schnabel, Eileen, 118
- Schuelke, Julie, 178, 185
- Schuman, Ira, 175
- Schwartz, David, 21
- Schweitzer, Paul, 147
 winter trip memories of, 142
- Scotland, winter trip to, 144–145
- Seagram Building, 201, 236
- Sears, Roebuck and Company,
 space-cost analysis for, 17–18
- Self-worth, evaluation of, 37
- Semenow, Robert W., 32
- September 11, 2001
 fate of Studley's One World Trade Center office on, 115–125
 7 World Trade Center fate on, 26–27
- Serpa Pinto* (ship), 55
- Services. *See* property services
- 7 World Trade Center
 Salomon Brothers lease negotiation and, 22–26
 September 11, 2001, fate of, 26–27
- SFX Entertainment, 183
- Shadow space, 33
- Shrago, Jeff, 129
- Silverstein, Larry, and Salomon Brothers lease negotiation, 22–27
- Sinta, Portugal, winter trip to, 135
- Size creep, 26
- Social class, in US, 68–69
- Solomon, Mike, 79, 80, 81–82, 206
 as partner, 88–89
 and team development, 176–177
 winter trip memories of, 142
- Space availability, *Studley Report* on, 86
- Space-cost analysis, for Sears, Roebuck and Company, 17–18
- Speier, Peter, 83–84
 and team development, 177
- Sports Illustrated Building, 27
- Star-Ledger*, 66
- Steir, Mitch, 7, 15, 185–186, 187–188, 190
 leadership transition and, 43
- Stock options, in land assemblage negotiations, 109–110
- Stubbins, Hugh (architect), 112
- Stuckgold family. *See* Studley family
- Studley
 annual winter trips, 36–37
 art installation at, 5–6
 broker hiring practices at, 33–37
 building unity in, 133, 142
 business analysis at. *See* National accounts division
 computer and Internet technology at, 39–44
 deal hunting at, 16–27
 distinguishing from competitors, 42–43
 employee support in 9/11 aftermath, 122–123
 growth of, 15–16
 job interviews at, 34, 36–37
 leadership transition at, 43
 new offices of, 4–5
 One World Trade Center office fate on September 11, 2001, 115–125
 original offices of, 80
 as partnership, 88–89
 stock in, 16

- Studley (*continued*)
 tenant advocacy by, 31–33
 tenant orientation by, 33
 as wartime Red Cross aide, 49–50
- Studley, George (brother of Julien), 149, 239–240
 departure from Brussels, 46
 early life of, 47–48
 education of, 58
 joins Studley firm, 83
 leaves Studley, 89
 as partner, 88–89
 post-Studley activities of, 89–90
 Zionist activities of, 60–62
- Studley, Helen (wife of George), 89–90
- Studley, Jane (wife of Julien), 226, 239
- Studley, Julien
 army experiences of, 63–76
 artwork choices by, 2–3
 bar mitzvah experience of, 50–51
 courtesy extended by, 21
 Cravath, Swaine & Moore relocation and, 20–21
 departure from Brussels, 46
 diamond industry experience.
 See Diamond cutting and polishing
 as “doubter,” 85
 early life of, 47–48
 early real estate employment of, 77–79
 employee support in 9/11 aftermath, 122–123
 interviewing skills, 70–76
 language abilities of, 3, 71, 77
 leadership style, 36–37
 leadership transition and, 43
 likened to chess player, 91
 obtains real estate license, 79
 as partner, 88–89
 people brokering and, 223–240
 physical characteristics of, 2
 as property investor, 199–221
 religious phase of, 57
 Salomon Brothers relocation and, 21–27
 September 11, 2001, and, 118
 technological innovations by, 39–44
 Zionist activities of, 60–62
- Studley, Maria (mother of Julien and George), 45, 46–47
 departure for Cuba, 55
 exit visas acquired by, 54
- Studley, Max (father of Julien and George), 45, 46–49
 employment in US, 58
 and registration debates, 54
- Studley family (corporate), winter trips strengthening, 133, 142
- Studley family (personal)
 arrival in US, 57–58
 in Cuba, 56–57
 departure from Brussels, 45–46
 in internment camp, 55
 as refugees in France, 49–54
 registration debates by, 54
- Studley “Olympic” games, 147–149
- Studley Report* (publication), 86, 207
- Subtenants, 23–24
- Sullivan Barracks, Germany,
 Julien’s deployment to, 67
- Summer outings, for employees and their families, 143
- Swearer, Randolph, 227
- “Swing space,” 194
- Synthetic lease, 131
- T**
- Takashimaya (department store), 229–230
- Tam, Tsun, 39
- Tauber, Dr. Lazlo, 194–195
- Taxes, payment of, as negotiating ploy, 168, 169

- Teamwork
 and team development, 42,
 173–198
 winter trips strengthening, 133,
 171
- Tenants
 advocacy for, 31–33, 81, 242
 in Kingsbridge Terrace acquisition,
 211–212
 in land assemblage negotiations,
 96–102, 104–108
 orientation of, 33
 as owner, 30, 31
- Terry, Ellen, as winter trip “murder
 suspect,” 129
- Thanh Phong, Vietnam, 231
- The New Theater, 108
- Thomas, Jimmy, 153, 154
- Tigue, Tommie (soldier), 65
- Time Inc., 27, 188, 189, 190–192
- Time & Life Building, 189–190,
 195, 197
- Times Square properties, New
 York City
 No. 7, Nasdaq relocation to,
 19–20
 No. 1540, shadow space in, 33
- Time Warner center, Columbus
 Circle, New York City, 131,
 241–242
- Time Warner divisions, 188
- Tisch, Mr. (garment cutter), 79
- Tishman, Robert, 207, 209,
 210–211
- Tishman family, 80, 85, 90
- Tishman Realty & Construction
 Company, 206
- Tolle, Brian (sculptor), 227–228
 Hirshon Suite and, 228
- Training, of brokers, 84–85
 seminars for aspiring black bro-
 kers, 90
 winter trips providing, 130–132
- Traub, Barry, 206–207, 217
- Trefner, Eva (restaurateur), 101
- Trefner’s (restaurant), 101
- Trust, winter trips strengthening,
 133, 143
- Turpin, Dick (newspaper editor),
 87–88
- U**
- Union Station, Washington, D.C.,
 218
- United States
 social class in, 68–69
 Studley family departure for, 57
- Unity, winter trips strengthening,
 133, 143
- US army, Julien’s experience in,
 63–76
- US Today*, as client, 151, 152–155
- Utrillo, Maurice (artist), 2
- V**
- Valadon, Suzanne (artist), 2
- Valez, Jane, 200
- Venice, Italy, winter trip to,
 138–139
- Voice of America, 72
- Volpe, Joseph, 237
- Votigliano (broker), 97
- W**
- Wachtell, Lipton, Rosen & Katz,
 Salomon Brothers lease nego-
 tiations and, 24–25
- Walter Reade Theater, 233–234,
 236
- Walton, Mamie (residential ten-
 ant), 212
- Washington, D.C.
 Postal Square, 218–220
 real estate deals in. *See* Newseum
 project
 Union Station, 218
 and *US Today* relocation to
 Rosslyn, Virginia, 151, 152–155
Washington Post, 119, 162
- Webb, Alex (photographer), 141

- Webb & Knapp, 62, 204
Webler, Tom, 212
West 65th Street Working Group,
236, 237
Westfield Realty, 152
Whimsy, in lease negotiations, 27
White, John (real estate consultant)
represents Medical Chambers,
109–110
represents St. Peter’s Lutheran
Church, 103
Whyte, Sylvia, 216–217
Williams, Anthony (mayor of
Washington, D.C.), 161
Winter trips, 37–39
Amazon River, Brazil, 140–141
Austria, 149
Barcelona, Spain, 147–149
Caribbean cruise, 149–150
Cartegena, Colombia, 134–135
Chichicastenango, Guatemala,
135–136
Mendocino County and San
Francisco, California, 138
Negev desert, Israel, 141–142
Nile cruise, 128–130
Oaxaca, Mexico, 132
Patagonia, Chile, 139, 146
Sinta, Portugal, 135
Venice, Italy, 138–139
Yelapa, Mexico, 136–137
Winter trips, Scotland, 144–145
Wired magazine, 40
Wolfe, Mel, 81, 88
World Trade Center, on
September 11, 2001
No. 1, Studley office space and,
115–125
No. 7, Salomon Brothers offices
and, 22–26
Worldwide Plaza, New York City,
20–21
- Y**
Yelapa, Mexico, winter trip to,
136–137
- Z**
Zambo, Lois, 86, 116, 147
as “murder” victim on winter trip,
128
and Newseum project, 12–14,
155–171
as partner, 88–89
Zausner, Richard, 143
Zeckendorf, William, Jr., 62, 77,
203
Zen, as style inspiration, 229
Zethus, unsuccessful presentation
by, 43–44
Zionism
in Cuba, 56–57
in US, 59–60. *See also* American
League for a Free Palestine
Zoning resolutions, 202
Zuckerman, Mortimer, 21