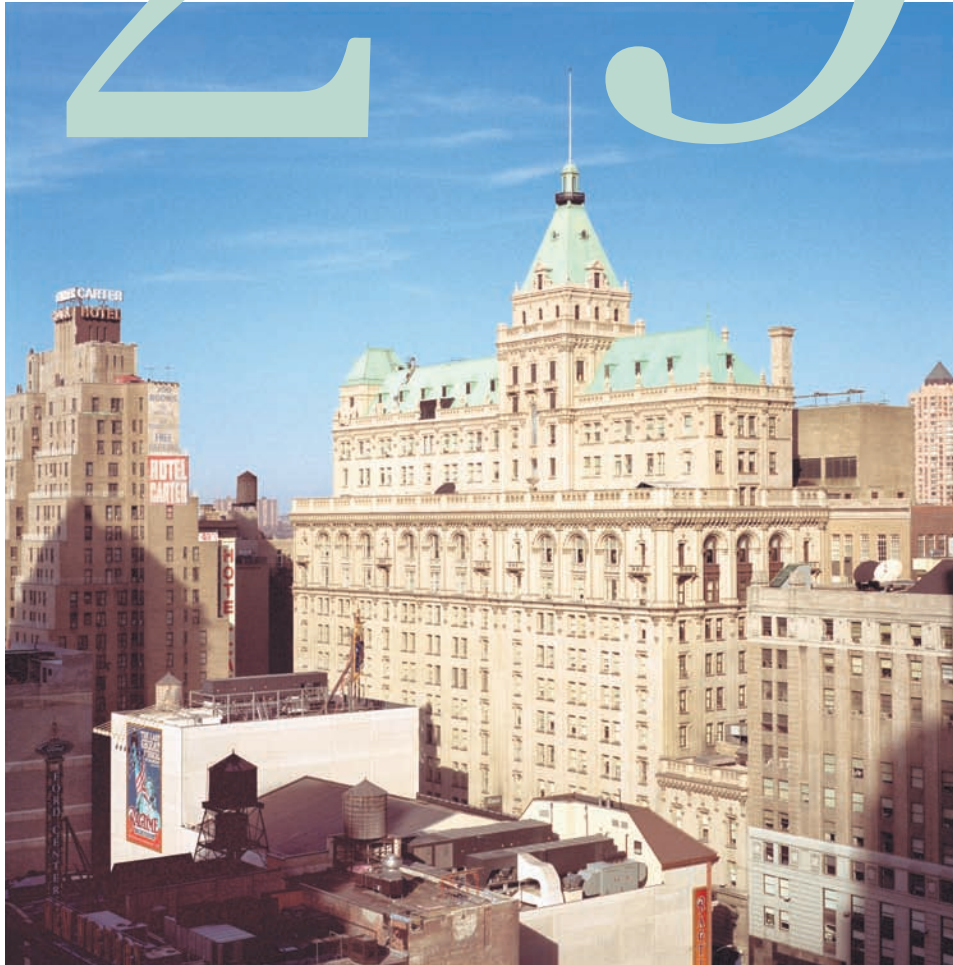


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# 229

*A tribute to and for the men and women who have built, nurtured and maintained The New York Times Company during its 94 years at 229 West 43rd Street.*



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Cover photographs  
by Fred R. Conrad

Comments are welcome at  
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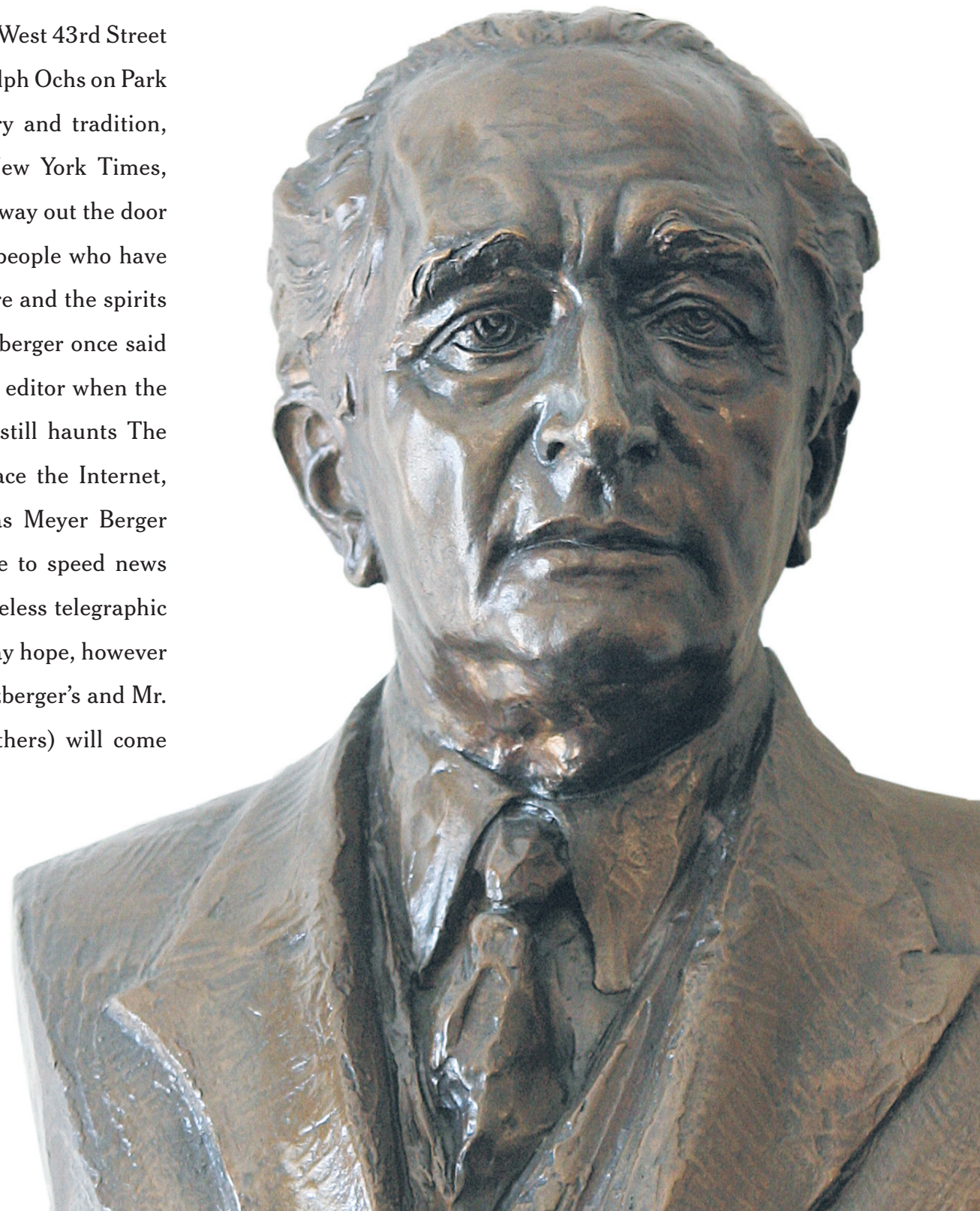
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New York, N.Y. 10036



# Movement and Change Are a Family Tradition

*Sometimes dramatically, sometimes subtly, four generations of Ochses and Sulzbergers have shaped and reshaped The New York Times.*

SENTIMENT cannot keep us at 229 West 43rd Street — any more than it could keep Adolph Ochs on Park Row or 42nd Street — but history and tradition, which still count for something at The New York Times, suggest that we pause for a moment on our way out the door to celebrate this building and, with it, the people who have worked here, the mice who have played here and the spirits who have walked here. Iphigene Ochs Sulzberger once said of Carr Van Ande, the legendary managing editor when the Annex opened: “Some say that his ghost still haunts The Times. I hope it does.” Even as we embrace the Internet, it’s worth recalling that Van Ande was, as Meyer Berger put it, “fanatically interested in any device to speed news transmission” and pioneered the use of wireless telegraphic dispatches from around the globe. So we may hope, however sentimentally, that his ghost (and Mrs. Sulzberger’s and Mr. Ochs’s and Mike Berger’s and so many others) will come with us to 620 Eighth Avenue.



Fred R. Conrad/The New York Times (2007)

**Adolph S. Ochs,** publisher of The Chattanooga Times, bought the failing New York Times in 1896, changed its direction and reversed its fortunes. He moved it uptown, building the Tower on Broadway and the Annex at 229 West 43rd Street. (The bust, on the 14th floor, is by Malvina Hoffman.)



**Orvil E. Dryfoos,** the husband of Marian Effie Sulzberger, took over in 1961 from his father-in-law. His tenure was marked by a 114-day strike, and the stress was blamed for his death.



The New York Times Photo Archives (1948)

**Arthur Hays Sulzberger,** Iphigene’s husband, took command of The Times in 1935 and guided it through World War II and postwar expansion. He also envisioned a new headquarters on the West Side. Only the pressroom was built.



Eddie Hausner/The New York Times (1982)

**Iphigene Ochs Sulzberger,** Adolph’s daughter, was the “hidden power” of The Times. She served as a director from 1917 to 1973 and quietly influenced the newspaper long before and after. City parks and Barnard College were among her other passions. She died in 1990, at 97.



Don Hogan Charles/The New York Times (1996)

**Arthur Ochs Sulzberger Jr.,** who succeeded his father in 1992, has built the first Times headquarters without a pressroom, reflecting his belief that it is the quality of the report, not the medium of delivery, that matters most in an electronic age.

**Arthur Ochs Sulzberger,** the brother of Marian, Ruth and Judith (the Judy to whom he played a childhood Punch), became publisher in 1963. He helped avert financial crisis in the 1970s through diversification, automation and an expansion of the newspaper.



# From Printing House Square to Times Square

*In the 19th century, The Times kept company downtown with other newspapers. Then Ochs took a gamble and moved it all the way uptown to 42nd Street.*

OUR new home will be the seventh New York Times headquarters and the first without presses. Until 1904, The Times was just a block or two from City Hall. Adolph Ochs moved the newspaper to Long Acre Square, then a district

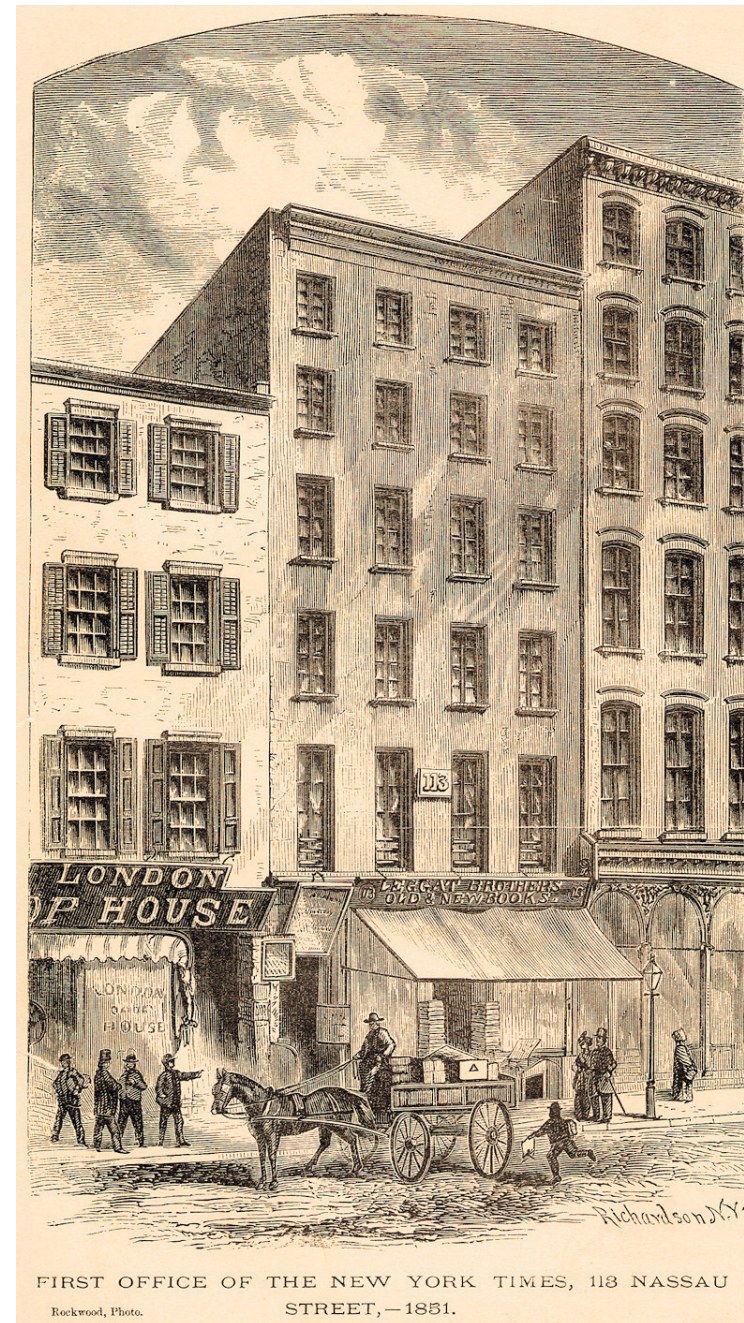
of stables and harness dealers. The Times Tower, on 42nd Street, was coordinated with the construction of the first subway line directly below, and the 42nd Street station was given the name Times Square. So was the entire neighborhood. The Times described its

Tower as the “city’s tallest structure,” if you measured from the basement to the top of the flagpole (which The Times did). The Tower is still a focal point of Times Square, but it has been so altered since the 1960s that it is almost unrecognizable.



## Henry J. Raymond

The founding editor promised readers in 1851 that The Times would present “all the news of the day from all parts of the world” and strive to be “as good a newspaper in all respects, and in many a much better one, than those hitherto offered.”



“Henry J. Raymond and the New York Press, for Thirty Years” (1870)

## 113 Nassau Street Then . . .

All was raw and dismal at 113 Nassau Street on Sept. 17, 1851, when the first issue of The New-York Daily Times went to press in an unfinished building. The newspaper was here only three years before moving to Nassau and Beekman Streets.



Richard Perry/The New York Times (2004)

## . . . and Now

Amazingly enough, 113 Nassau Street still stands, in a state of decrepitude that suggests imminent demolition. A plaque was set into the sidewalk during The Times’s centenary in 1951, but it is long gone. The arches on the ground floor date from the years that the building housed a McDonald’s.



## 41 Park Row

The Times built twice on the same Park Row site. This, the second building, was designed by George B. Post and finished in 1889. After The Times left in 1904, it was enlarged. It has been used since 1951 by Pace University and was made a landmark in 1999.



## Times Tower

Designed by Cyrus L. W. Eidlitz and Andrew C. MacKenzie, the Tower owed a debt to Giotto’s campanile in Florence (and was no better suited to newspaper production). **Above left:** The copper gargoyle was one of eight around the circular observatory atop the Tower. It was saved before the 1960s overhaul that turned the structure into the Allied Chemical Building.



# A Factory in the Garb of a French Chateau

*Built in three phases, the Annex expressed an economic hierarchy. The owners were on top. White-collar employees were in the middle. And blue-collar workers were the foundation.*

SOON after the Tower was built, it was plain that The Times needed more space. A site was assembled nearby on 43rd Street in 1912. Mortimer J. Fox designed the Annex to complement the Tower and underscore the relation

between the two buildings. In 1924, Ludlow & Peabody added four full floors, a mansard roof, a pyramidal centerpiece and details recalling the Château de Chambord in the Loire Valley. One further western addition, by the renowned

industrial architect Albert Kahn in 1931, skewed the building's rooftop symmetry. On the east side, nothing higher than a four-story wing was built because The Times did not own that parcel until 1965. (It was leased from the Astors.)



Mortimer J. Fox

The designer of the Annex was a partner in Buchman & Fox. He gave up architecture for banking and then became a landscape painter. He died in 1948.



The New York Times Photo Archives (1911)

## Bricks, Brownstones and Soubrettes

The Annex site on 43rd Street was known as Soubrette Row, James Traub wrote, since many of the brownstones served as brothels. Thirteen buildings were demolished over time, including Yandis Court, the Samaritan, Nassau and Thistle.



"The Times Annex" (1913)

## An 11-Story Start

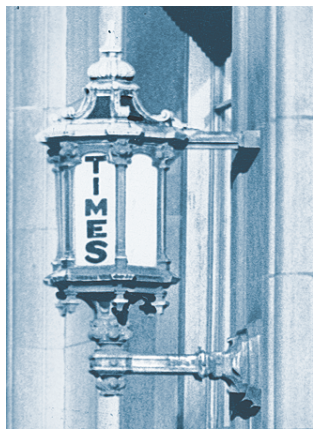
The original Annex was 11 stories tall but was engineered to carry the load of five more floors. To harmonize with the gleaming aesthetics of the City Beautiful movement, it was clad in Indiana limestone, a light-colored Kittanning brick and terra cotta.



The New York Times Company Archives (1923)

## Westward and Skyward

**Left:** Steelwork on the first addition to the Annex shortly after it was topped off at 342 feet on May 15, 1923. The new brickwork almost gleamed in contrast to the original. That big square flue in the middle of the building drew exhaust from the basement. After this picture was taken, the flue was diverted to a large duct through the pyramid and out the cupola. **Right:** A group portrait of the builders shortly after construction ended in 1924.



A pair of ornate lanterns framed the main entrance through the 1960s.



The New York Times Company Archives (1924)





# Straining to Find Room for an Ever-Growing Company

More than doubling the Annex's size was not enough, so it was expanded to 44th Street. Tishman Speyer planned to restore the facade before it put 229 on the block.

Albert Kahn designed a neo-Gothic clock in 1931. It was lost to fire 31 years later and replaced by a digital version.

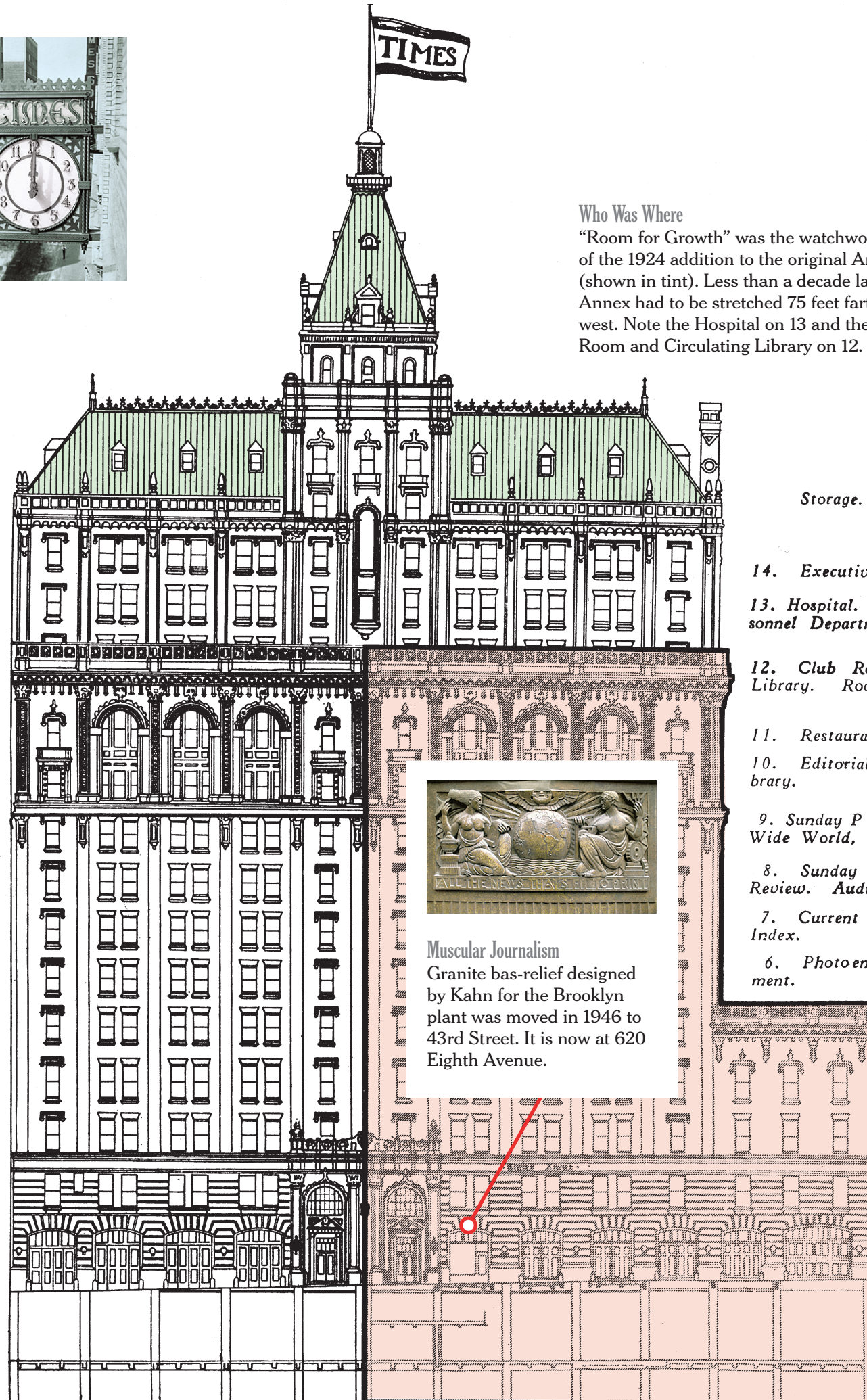


### Who Was Where

"Room for Growth" was the watchword of the 1924 addition to the original Annex (shown in tint). Less than a decade later, the Annex had to be stretched 75 feet farther west. Note the Hospital on 13 and the Club Room and Circulating Library on 12.

### Tanks.

- 14. Executive Offices.
- 13. Room for Growth.
- 12. Room for Growth.
- 11. Room for Growth.
- 10. Room for Growth.
- 9. Art Department.
- 8. Room for Growth.
- 7. Room for Growth.
- 6. Room for Growth.
- 5. Purchasing, Stencil and Multigraph Departments.
- 4. Composing Room.
- 3. News Department.
- 2. Business Office.
- 1. Mail Room.
- B. Press Room.
- S.-B. Reel Room.



### Muscular Journalism

Granite bas-relief designed by Kahn for the Brooklyn plant was moved in 1946 to 43rd Street. It is now at 620 Eighth Avenue.

### Storage.

- 14. Executive Offices.
- 13. Hospital. Rest Room. Personnel Department.
- 12. Club Room. Circulating Library. Roof Garden.
- 11. Restaurant and Kitchen.
- 10. Editorial Offices and Library.
- 9. Sunday Pictorial Section. Wide World, Mid-Week Pictorial.
- 8. Sunday Department. Book Review. Auditing Department.
- 7. Current History. Annalist. Index.
- 6. Photoengraving Department.
- 5. Circulation, Want Ad, Mechanical Departments.
- 4. Composing and Proof Rooms.
- 3. News Department.
- 2. Business Office and Publication Counter.
- 1. Mail Room.

B. Press Room and Stereotype Room.

S.-B. Boiler, Pump and Reel Rooms.

"The Making of a Great Newspaper" (1924)



The New York Times Company Archives (1947)

### All the Way to Sardi's

The 44th Street Theater was replaced by a 1947 addition by Shreve, Lamb & Harmon, architects of the Empire State Building. The enormous windows on 15 were for the photo studio (now known as the conference room). The windowless band around the ninth floor of the 1947 wing marked the radio studios and auditorium of WQXR. This postwar addition also furnished a convenient exit to Sardi's, next door.



The New York Times Photo Archives (1943)

### The Stage Next Door

The Stage Door Canteen in the 44th Street Theater, where service members were fed and entertained during World War II, was depicted in a 1943 movie with Ethel Merman among its dozens of stars.



Gabellini Sheppard Associates (2006)

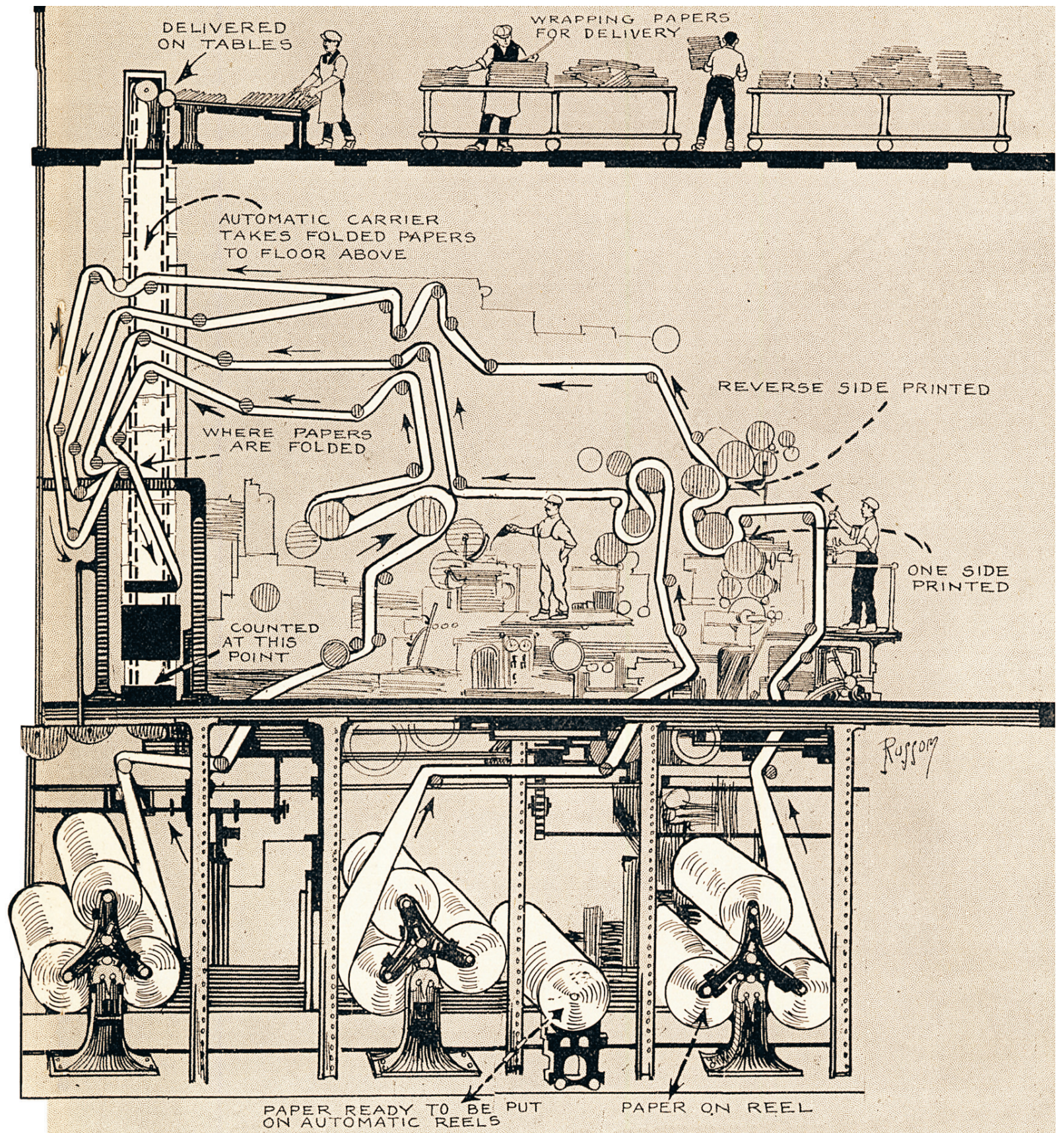
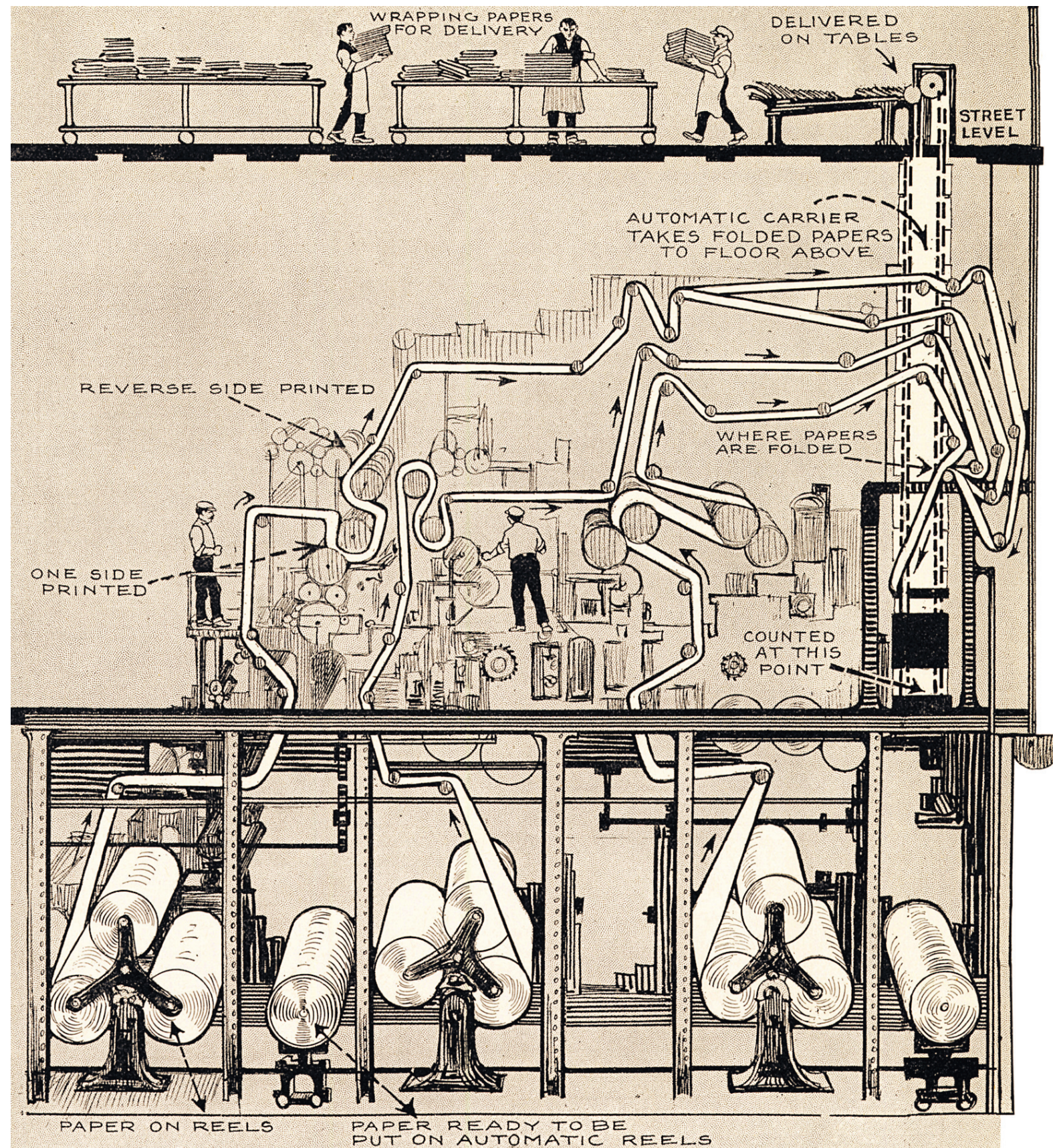
### The Future May Hold a Taste of the Past

Tishman Speyer Properties bought 229 three years ago. (We've been tenants since then.) It planned to restore the columns and arches of the original truck bays, turning them into storefronts. In April 2007, however, it put the building up for sale.



# A Rube Goldberg Labyrinth Yielded Billions of Papers

State of the art as of 1913: In a three-story underground factory, 310 miles of paper were transformed every hour into 288,000 24-page copies of *The New York Times*.



"The Times Annex" (1913)

## A Printing Plant In the Theater District

At the subbasement level, as shown in this 1913 diagram, rolls of paper 32 inches in diameter, each weighing 1,400 pounds, were loaded onto three-armed reels that constantly fed a stream of newsprint, known as a web, to the presses above. To print the first side, the web was run between a set of

plate cylinders and impression cylinders. Plate cylinders held the raised image of the page and were continuously fed by ink fountains. Impression cylinders held the web to the printing surfaces. The web then passed between two more cylinders so that the reverse side could be printed.



Webs from various sections of the press were combined and got the first fold along the spine. Cutting cylinders trimmed the papers to their finished length. Other cylinders gave the papers a half-page fold before delivering them upstairs. The same principles, with variations, apply today.



# From Northern Ontario, Endless Rolls of Paper Fed a Never-Ending Demand

*Newsprint rolls, still cool at the core even in summer, arrived thunderously in the truck bays. They were shuttled around the reel room on their own track system 34 feet below ground.*



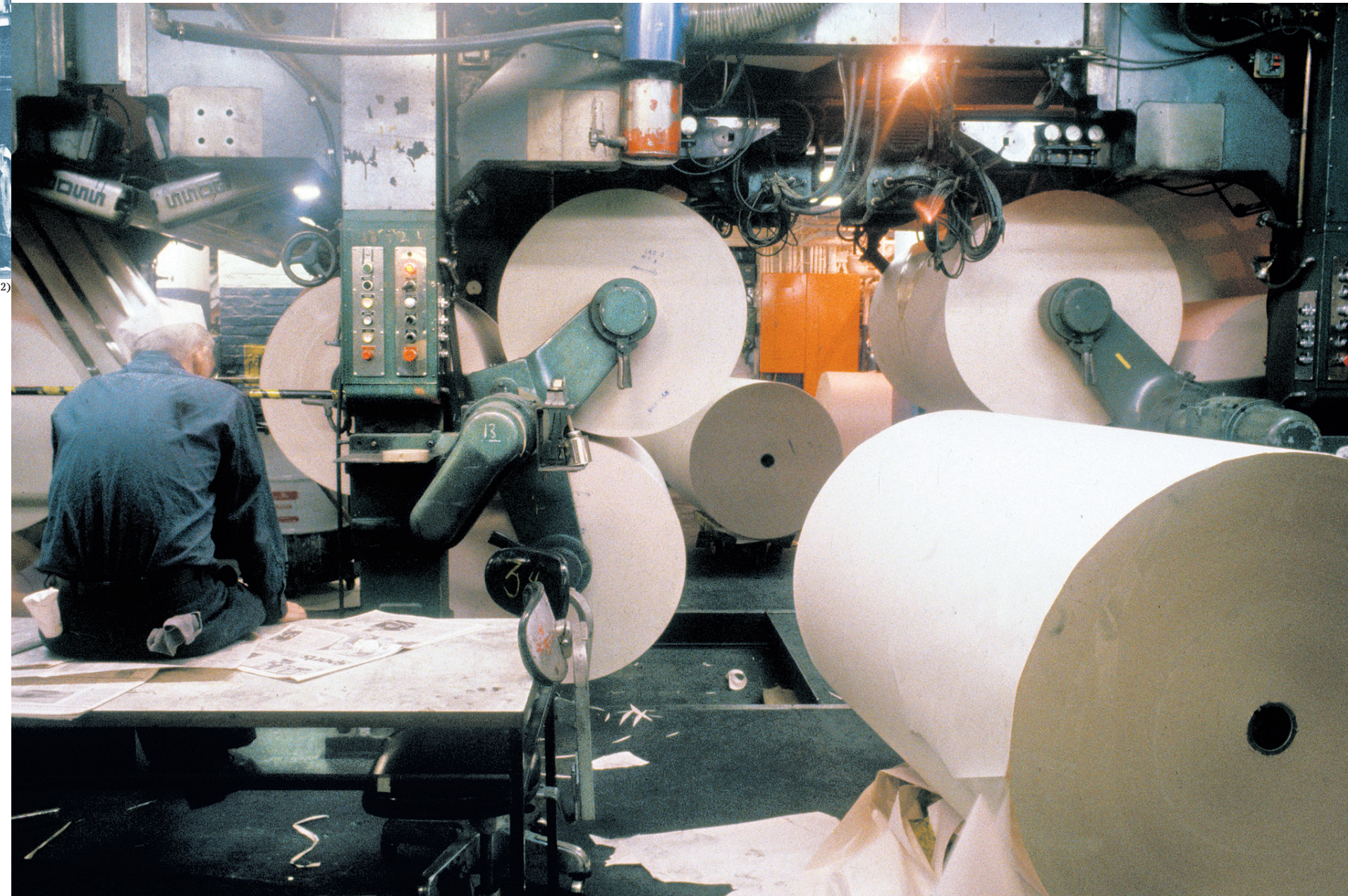
Fred R. Conrad/The New York Times (2007)



The New York Times Photo Archives (1962)



Below: Reel room about 30 years ago. Each three-armed reel fed a press unit above, with one roll running and two waiting to be pasted on to form a continuous web of paper.



The New York Times Company Archives

**Left:** Remnants of trackage. The subbasement was used in recent years to build office mockups for 620 Eighth Avenue.  
**Right:** Spruce Falls was owned 49 percent by The Times and 51 percent by Kimberly-Clark.

## Two Millenniums in Less Than a Century

The Times chronicled 10 decades of upheaval, from World War I to the war in Iraq, out of a home that went through many changes itself. Here is a year-by-year summary.



### THE ANNEX RISES AS THE WORLD GOES TO WAR



Woollcott (1915)

**1912** Building of 229 begins on three lots, one leased from the Astors. • Because of Carr Van Anda's intuition, The Times is the first to report the Titanic's sinking. • The Hundred Neediest Cases makes its first appeal.

**1913** The Annex opens. Only the advertising counter and subscription office stay at the Tower. • The first issue printed at 229, on Feb. 3, has 20 pages and costs a penny. • Daily circulation is 242,624; Sunday 180,143. Ad

volume is 9.3 million agate lines (14 lines to an inch). • The Annalist, a financial magazine, and The Times Index, a chronological guide to the news, begin. • "The Geisha" opens the renamed 44th Street Theater.

**1914** The Mid-Week Pictorial and Shuberts bar the drama Current History Magazine critic, Alexander Woollcott, begin, as does rotogravures Adolph Ochs refuses printing in the Sunday issues. Shubert ads. Shuberts yield. • The Times prints both Predawn extra on the sinking the British and the German of the Lusitania. • Sunday White Papers, laying out circulation now surpasses cases for war.

**1915** The Times prints both Predawn extra on the sinking the British and the German of the Lusitania. • Sunday White Papers, laying out circulation now surpasses cases for war.

**1916** Laying ground for westward expansion, The Times buys 231-39 West 43rd Street. • Ad linage breaks the 10 million mark. • From behind soon-to-be-enemy lines, Cyril Brown surveys battlefield in a German biplane.

**1917** The Times's extensive and often exclusive war coverage under Van Anda makes an impression worldwide. • Iphigene Ochs joins the board of the Times Company and marries Arthur Hays Sulzberger.

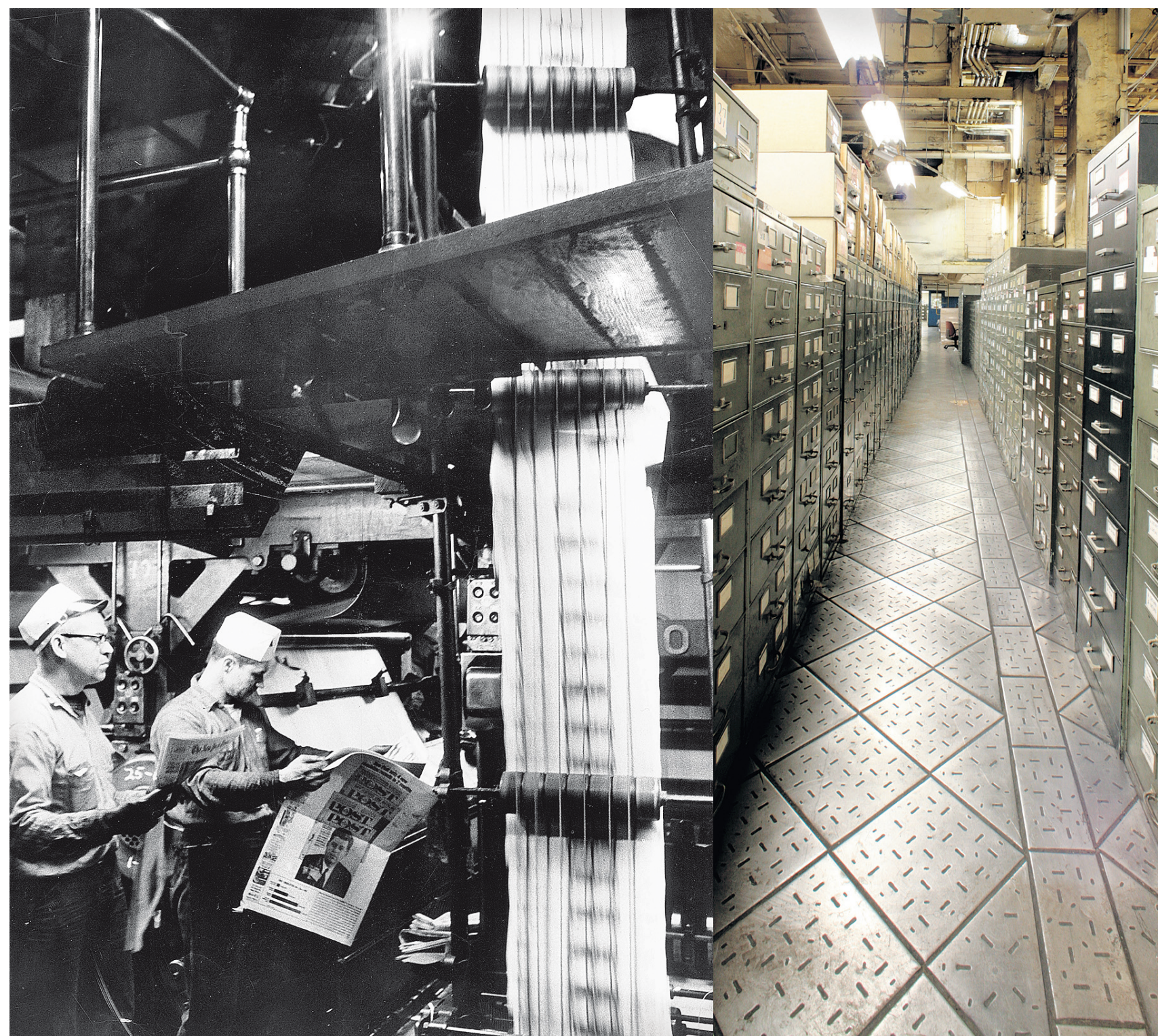




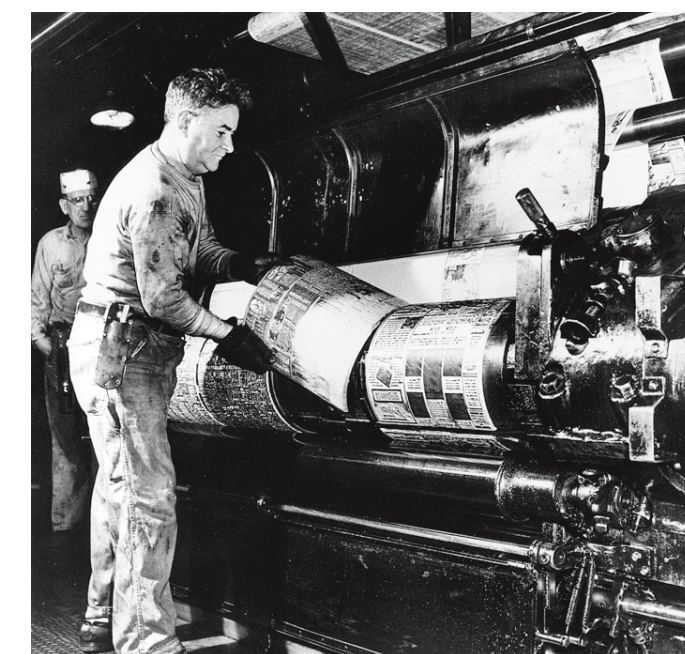
# A Roaring Underground Realm of Men and Machines

The basement was the province of Printing Pressmen's Union Local No. 2, whose members, like many of their fathers and grandfathers, were born to the trade.

The Annex was above all else a factory. And its heart was the pressroom, a 22-foot-high chamber filled with so much equipment that there was barely room to walk. Here, pages that had been composed four stories above were turned into machine parts: rigid metal stereotype plates cast from papier-mâché-like mats or, later, flexible plates created from a laser scan. These were attached to the press cylinders, and the newsprint web streamed through to be imprinted. The square pressman's hat, made of newsprint, protected against grease, ink spray and the chance that hair strands would get caught in the gears.



The New York Times Photo Archives (1968)



The New York Times Photo Archives



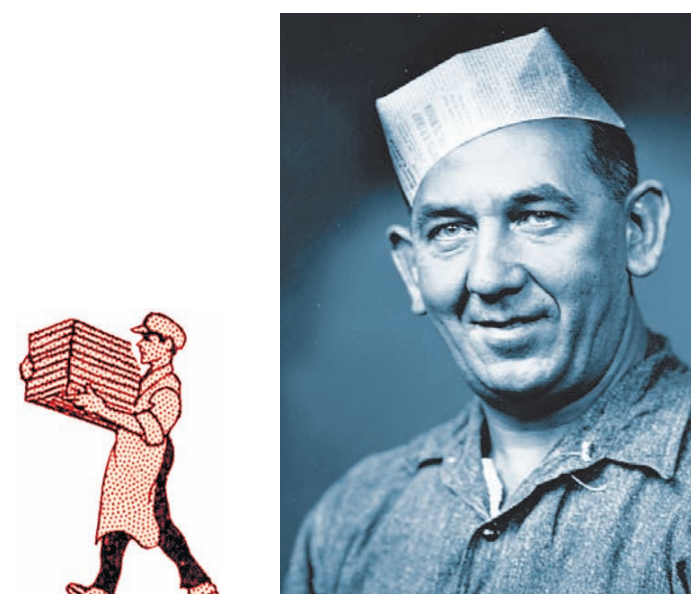
Above: Making a pressman's hat. Left: Placing a printing plate on a press cylinder; each cylinder held eight plates.



Times Talk (1955)

Left: Bernard Siegel joined The Times in 1928. Right: Pressmen inspecting freshly printed copies.

Left: The morgue's biographical clippings are now housed in the pressroom. Right: Al Harris, at center, was the pressroom superintendent in 1955.



Times Talk (1954)

## AIRPLANES AND RADIO WAVES CARRY NEWS TO NEW PLACES

**1918**  
Times wins its first Pulitzer, for public service. • For the first time, it prints a facsimile Declaration of Independence on July 4. • It is denounced for urging consideration of an Austrian peace initiative. • Weekday price is 2 cents.



**1919**  
King George accepts a copy of The Times that crossed the Atlantic by dirigible. • The Times leads all New York newspapers in advertising. • Times Wide World Picture Syndicate is established. • [The Daily News begins.]

**1920**  
A 24-hour radio receiving New York's first airplane station is opened atop the observation post, on the Tower. • Rachel McDowell, Tower, spots an average of nicknamed "Lady Bishop," seven planes a day. • A 4 a.m. joins the staff as religion Airplane Edition of 1,300 reporter. • Ad lineage is 23.4 copies reaches Washington by million. Daily circulation is 9 a.m. on President Harding's 323,489; Sunday is 486,569. inauguration day.

**1921**

**1922**  
Lending library set up for employees. • Book Review becomes a stand-alone section. • The Times dominates coverage of King Tut's tomb. • Rollo Ogden succeeds Charles Miller as editor in chief (editorial page editor).

**1923**  
During a pressmen's strike, The Times and other dailies jointly publish combined issues. • Lester Markel is named Sunday editor, in a post he will hold until 1964. • Pulitzer goes to Alva Johnston for science news.





# Suddenly, the Presses Were Silent. The Room Emptied. An Era Ended.

*After Vol. CXLVI, No. 50,824 was printed, the pressroom's dilapidated butcathedral-like spaces became a voluminous post-industrial storage depot.*

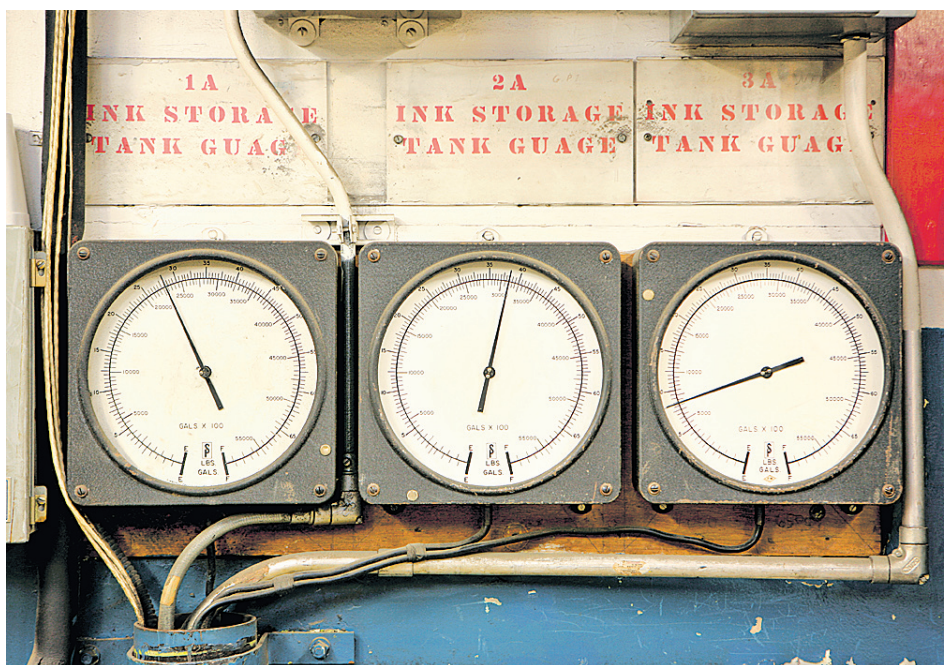


The New York Times Photo Archives (1978)



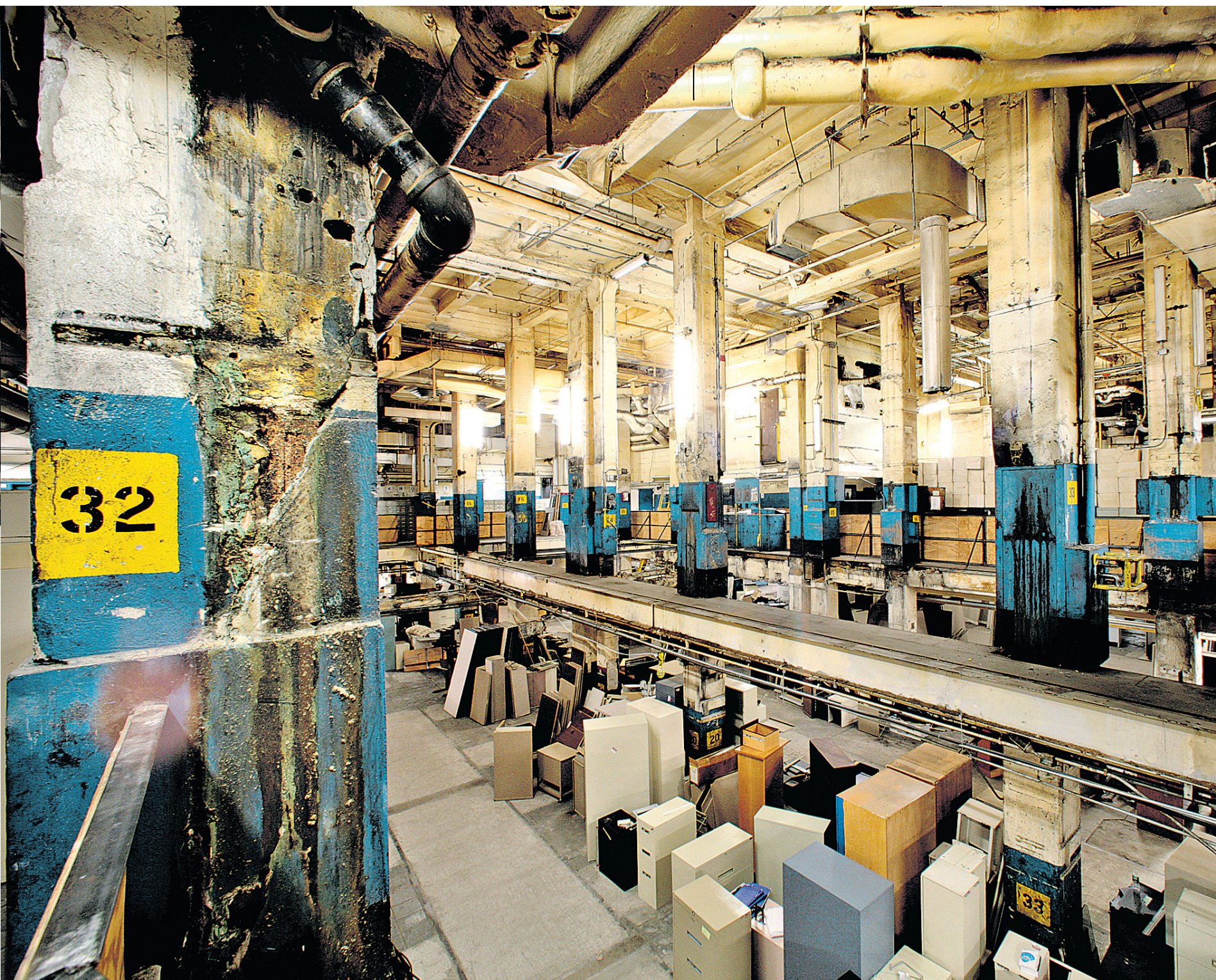
Chang W. Lee/The New York Times (1997)

**E**MILIO YAP, the publisher of The Manila Bulletin, bought The Times's Goss presses after the last few thousand copies rolled off in the early morning of Sunday, June 15, 1997. The equipment was dragged across the floor to a hatchway that opened onto the 44th Street truck bays. The machinery was then hoisted up onto the loading platforms, into the waiting trucks and shipped to the Philippines.



Tony Cenicola/The New York Times (2007)

Above: The last day. Left: A remnant. Right: A three-story view today, without the press units, from the reel room up to the press mezzanine.



Above: Fred R. Conrad/The New York Times (2007). Below: Caricature © Al Hirschfeld. Reproduced by arrangement with Hirschfeld's exclusive representative, the Margo Feiden Galleries Ltd., New York. www.alhirschfeld.com.

## 'THE NEWSPAPER OF RECORD'

**1924**  
First addition to 229 is finished. • The Times begins promoting itself as "The Newspaper of Record." • [The Herald and The Tribune merge. The Mail merges into The Telegram. The Mirror and The Graphic begin.]

**1925**  
Carr Van Anda retires as managing editor, having led The Times with a keen eye. (He spotted an error in the transcription of an Einstein equation.) • His successor, Frederick T. Birchall, is named acting managing editor.

**1926**  
Daily summary and news index first appear. • Photo of a dinner party radioed from London appears on front page. • An editorial on tenement life wins Pulitzer for Edward Kingsbury. • Arthur Ochs Sulzberger is born.

**1927**  
"Far-Off Speakers Seen as Well as Heard Here in a Test of Television," The Times says on Page 1. It adds, "Commercial Use in Doubt." • Spruce Falls paper mill begun with Kimberly-Clark in Kapuskasing, Ontario.



**1928**  
Beginning election night, news bulletins, formed by 14,800 bulbs, circle the Tower along the 368-foot "zipper" designed by Francis E. J. Wilde. • The singer Harry Lauder is Al Hirschfeld's first caricature in The Times.



First Hirschfeld (1928)

**1929**  
"We can see an almost limitless polar plateau," says the wireless dispatch to The Times from Richard E. Byrd in the first message ever from the South Pole. • Ad lineage peaks at 32.2 million. It will not hit this again until 1947.



# Drivers and Dignitaries, Cheek by Presidential Jowl

*The main entrance was flanked by truck bays where newsprint arrived by day and newspapers left at night, offering some of the best street theater in the city — and some of the most profane.*

Even if your collar was white, you could not forget that you worked in a factory. Or, rather, you forgot at your peril, since tractor-trailers and vans were forever backing into and out of the building. (The theatergoer's lot improved immensely in 1997 when the last delivery truck sped off.) After the lobby entrance lost its Gothic arches in 1946, there was little to distinguish it — other than the occasional head of state coming through the door or, for security's sake, through the truck bays.



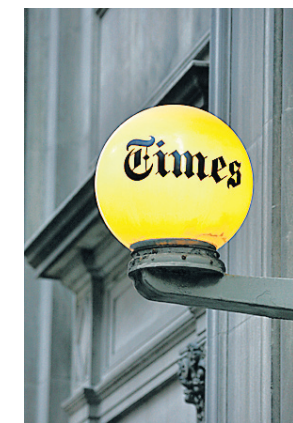
The New York Times Photo Archive (1946)



United Press International (1964)



The New York Times Company Archives (1946)



Above: A 1946 renovation stripped away the arches, the pediments and the hanging lantern, though the gargoyle that supported it was spared.

Left: President Johnson and his press secretary, Pierre Salinger, arriving for lunch in 1964. He was the first sitting president to visit 229. The umbrella over L.B.J. is held by A.O.S.



## EXPANSION IN TIMES SQUARE AND BROOKLYN

1930

Second and westernmost addition to the Annex begins. • Marian Sulzberger lays the cornerstone for the Brooklyn printing plant, on Third Avenue, designed by Albert Kahn. (It is now a public school.) • Pulitzer to Russell

Owen for his Antarctic reports. • Times begins capitalizing the word Negro, saying, "Every use of the capital 'N' becomes a tribute to millions who have risen from a low estate into 'the brotherhood of the races.'"



Adolph and Marian (1930)

1931

With the 15-story western addition, the Annex stretches 318 feet along 43rd Street. • Times's telephone number changes from Lackawanna 1000 to LAckawanna 4-1000. • [The World-Telegram is formed by merger.]



1932

Photo studio opens, with room for a group portrait of 300. • Ten percent pay cut imposed. • Edwin L. (Jimmy) James is managing editor. • Pulitzer to Walter Duranty for reports, later discredited, from the Soviet Union.

1933

Color printing is introduced in the magazine. • Vincenzo Miserendino casts a bust of Ochs from life. It is now in the lobby. • Weekly chart of stock averages begins appearing. • Ad lineage is 17.3 million, half of what it was in 1929.

1934

Times reaches Los Angeles on the first overnight coast-to-coast passenger flight. • Frederick Birchall wins a Pulitzer for reporting from Europe. • Times predicts Babe Ruth's home-run record will "stand for all time."

The Times's Brooklyn printing plant



still stands on Third Avenue.



# A Modest Gateway With a Bit of Luxe

*No one was ever bowled over by The New York Times's lobby, but if you looked closely, there were a few lovely touches. Most of them disappeared from one modernization to the next.*



Left: A 20-foot mural by Richard Edes Harrison and Eugene Kingman was added in 1946. The words were from an 1889 poem, "Begin Again," by Sarah Chauncey Woolsey.

The New York Times Photo Archives (1959)



Opposite page, above: Zodiac light fixture over the staircase survives from the original lobby. Right: Mitchell Watkins and Alfred de Pass, the chief starter. There were elevator operators until 1964.



Times Talk (1952)



Times Talk (1955) Fred R. Conrad/The New York Times (2007)



Left: Shreve, Lamb & Harmon designed the 1946 renovation with elegant post-Deco touches. Right: They softened the visual impact of a structural column in the middle of the space with up-lighting and fluted cladding.



Fred R. Conrad/The New York Times (2007)



"Freedom of the Press" (1939)



Above: The 9/11 plaque followed the tradition of memorials for World War I and World War II. Right: Occasionally, the lobby could inspire wonder, as it did for Tom and Peter Evangelista.

## OCHS DIES, AND EUROPE PLUNGES BACK INTO WAR



Adler (1935)

1935 Ochs dies at 77. His will bequeaths The Times a "high public duty." Arthur Hays Sulzberger succeeds him as publisher. Nephew, Julius Ochs Adler, is general manager. • News of the Week in Review begins.

- Kathleen McLaughlin hired as a reporter on the city staff.
- Pictures of dirigible crash survivors are transmitted from San Francisco.
- The Times forms a facsimile company.
- Arthur Krock's Washington column wins a Pulitzer Prize.

1936 W2XR (later WQXR), the first classical music station in the U.S., is founded by Elliott Sanger and John Hogan. • Mid-Week Pictorial sold to Monte Bourjaily. • Pulitzer to Lauren Lyman for exclusive on the Lindberghs' self-exile.



McCormick (1937)

1937 Anne O'Hare McCormick is first Timeswoman to win a Pulitzer, for reporting from Europe. William L. Laurence wins for science reporting. • Rollo Ogden dies. John Finley is editor in chief. • [Journal-American is created.]

1938 History of the Recorded Word exhibit, covering 5,000 years, from clay tablets to newspapers, opens to the public on the 10th floor. • Daily price is 3 cents. • Finley retires. Charles Merz now edits the editorial page.



1939 Meyer Berger writes his first About New York column. • "Freedom of the Press," a 30-foot figure by Leo Friedlander, is dedicated at the World's Fair. Idea of a Four Freedoms sculptural group is credited to Arthur Hays Sulzberger.



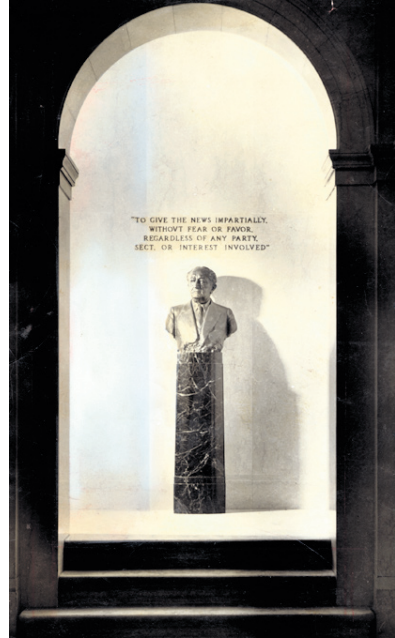
The credo inscribed over Ochs's head was stirring. And inaccurate. He had said "party," not "any party"; "interests," not "interest."

# Getting Down to Business

Advertising, marketing services and the cashier's office kept the floor busy.

Upper right: Bust of Adolph Ochs originally stood in the arched landing of the main staircase.

Lower right: The arch is visible in the 1924 drawing. So is the zodiac light fixture. The two elevator shafts at the end are still in use.



The New York Times Photo Archives (1935)



"The Making of a Great Newspaper" (1924)



Fred R. Conrad/The New York Times (2007)

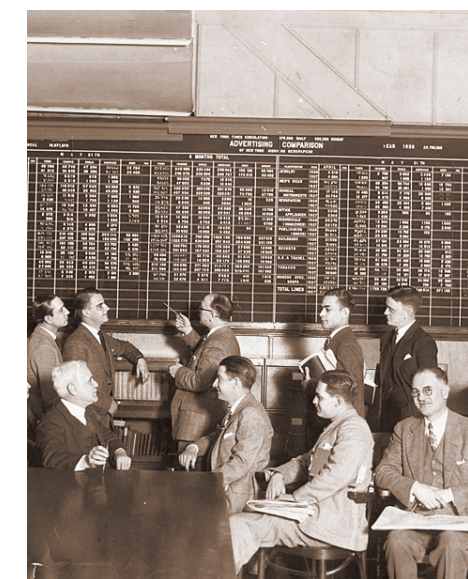


The New York Times Photo Archives (1948)



The New York Times Photo Archives (1971)

SINCE the opening of the Annex, the second floor has been home to the advertising department, with ad volume increasing twelvefold from 1913 to 1987. Marketing services also operates there. A handsome "publication office," where the public could place ads over the counter, later became the waiting area in front of the cashiers' windows.



The New York Times Photo Archives (1926)

Above left: The wood-paneled publication office, redesigned by Shreve, Lamb & Harmon. Above: Comparing ad lineage in the 1920s. Left: Guild members lined up on Wednesdays to get their paychecks from the cashier, before direct deposit.



Librado Romero/The New York Times (2001)

Left: After 9/11, everyone had to produce ID, even Marian Sulzberger Heiskell, who showed hers to Albert De Vivo. Right: The 1946 staircase.

## THE TIMES LOSES 21 OF ITS PEOPLE TO WAR



Darnton (1942)

1940  
Annalist is sold to McGraw-Hill, merged into Business Week. • Pulitzer to Otto Tolischus for reporting from Berlin. • Daily circulation is 479,723; Sunday is 819,943. Ad lineage is 21.2 million. • [Newsday and PM begin.]

1941  
New York Times Hall opens in the Little Theater, two doors down from the 44th Street Theater. • The Times begins hourly news broadcasts on WMCA. • It wins a Pulitzer citation for the educational value of its foreign reporting.

• Tolischus is seized on Dec. 8 in Tokyo and jailed. Harold Denny, correspondent, is captured by Field Marshal Rommel in Libya. • Marian Sulzberger marries Orvil E. Dryfoos. • Wide World Photos sold to The A.P.



1942  
Byron (Barney) Darnton, correspondent, killed by friendly fire in New Guinea. • Japanese release Tolischus. Germans release Denny. • 229 is formally renamed the Times Building. • Zipper is turned off in wartime dimout.

• First Sunday crossword puzzle and first best-seller list appear. • Pulitzer to Louis Stark for labor reporting. • News employees unionize in the Newspaper Guild. • Stage Door Canteen opens in the 44th Street Theater.

1943  
Robert Post, correspondent, killed on a bomber shot down over Germany. • Times buys 44th Street Theater. • Pulitzer to Hanson W. Baldwin for reporting from the Pacific. • Sammy Solovitz, 4-foot-9 messenger, is hired away from

Western Union, to become legendary chief of copyboys. • Overseas Weekly, an 8-page digest of The Times for service members, is printed from plastic plates flown to Tehran. By 1945, it will be printed at 11 outposts.

Times Hall on 44th Street is now  the Helen Hayes Theater.



# 'All the News' Was a Lot. And It Never Quite Fitted.

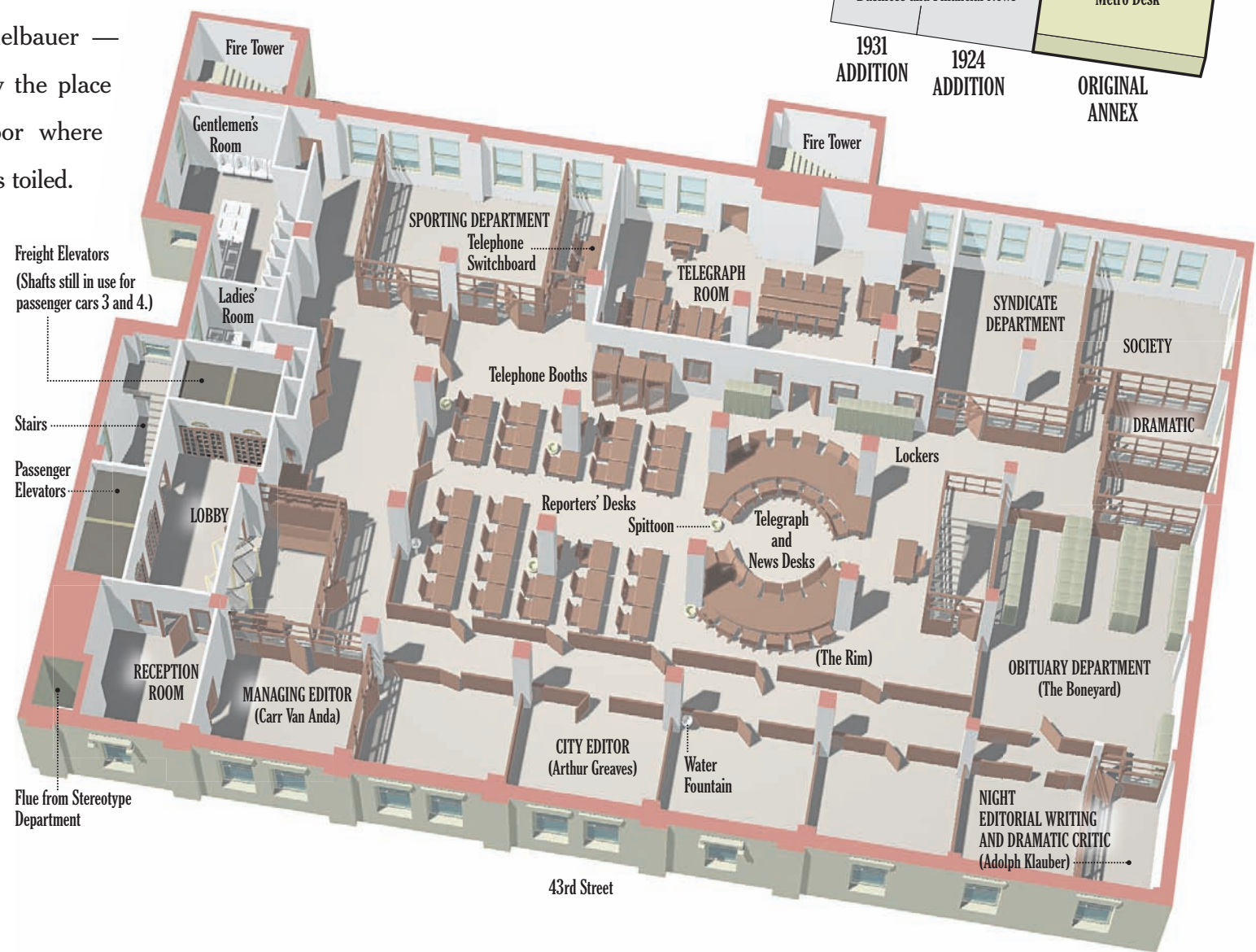
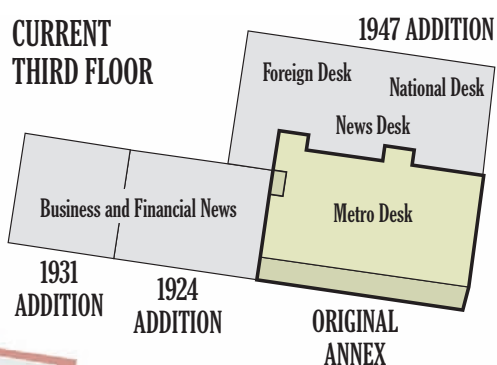
The third-floor newsroom is one of the only large commercial spaces in mid-Manhattan still serving the same function it did during Woodrow Wilson's presidency.

Thirty-one reporters had desks in the middle of the city room when the Annex opened. The Times now has 370 writers. For all of the changes,



Carr Van Anda, the managing editor in 1913.

however, a half dozen reporters — James Barron, Ken Belson, Glenn Collins, John Kifner, Robert D. McFadden and Paul von Zielbauer — still sit in exactly the place on the third floor where their predecessors toiled.



AI Granberg/The New York Times (Based on a 1913 floor plan, contemporary photographs and some conjecture.)



The New York Times Company Archives

The early newsroom was an all-male preserve, with the beginnings of a clutter problem that has not noticeably abated. A spiral stairway at back led to the composing room.



The New York Times Company Archives (1949)

Before Nexis, there was the Times morgue, an astonishingly dense collection of clipping and photo files that could be retrieved in moments. They added depth to Times reporting.

## THE 1913 NEWSROOM

Managing editors occupied the same corner of the newsroom until A. M. Rosenthal. The space is now a vending-machine canteen. Daryl Alexander and Rasha Haljuci now sit in what was the society news office, Charles V. Bagli and C. Claiborne Ray in sporting news and Diego Ribadeneira and Wendell Jamieson at the center of the "rim."



Times Talk (1956)



Times Talk (1951)

Far left: The theater critic Brooks Atkinson wrote reviews in longhand. Left: Richard F. Shepard watched for ship news on a ticker.

## BEFORE THE WAR ENDS, THE TIMES LAYS ITS POSTWAR PLANS



1944

The Times files plans by Shreve, Lamb & Harmon for an 11-story addition to replace the 44th Street Theater. • It buys Interstate Broadcasting, operators of WQXR and its FM outlet, WQXQ. • D-Day is heralded in a

6 a.m. extra on June 6, the day of the invasion. • The Times wins a Pulitzer for a survey of the teaching of American history, inspired by Iphigene Sulzberger. • Arthur Gelb, newly arrived, begins a house organ, Timesweek.



1945

City room empties to join V-E celebration. • William L. Laurence allowed to observe birth of the A-bomb. • Ernie Sisto dangles 1,000 feet over the street to photograph a B-25 that crashed into the Empire State. • James

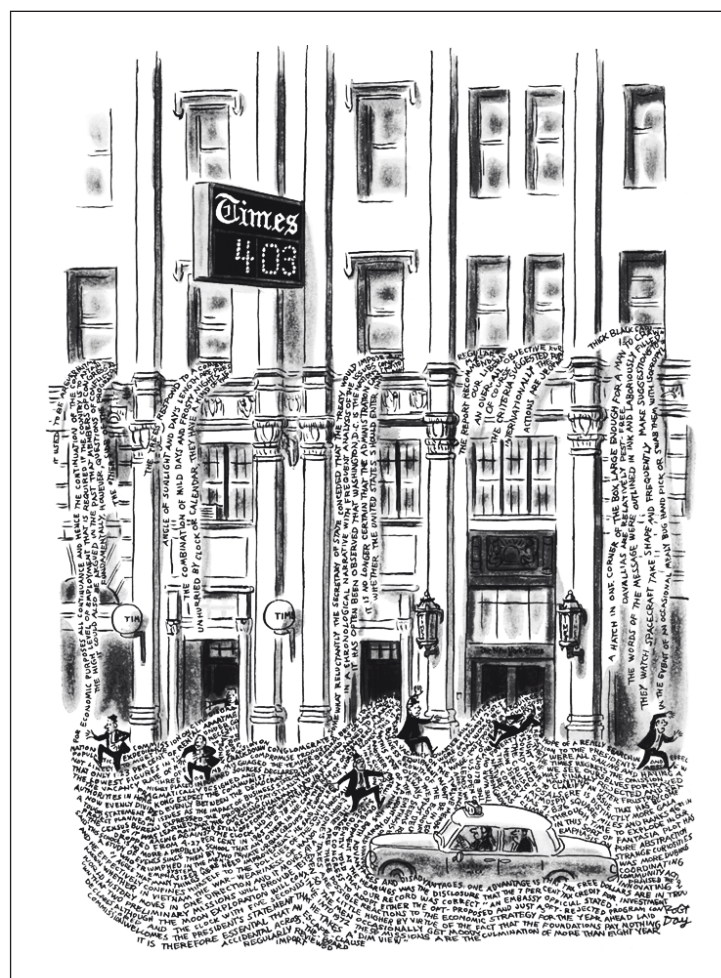
(Scotty) Reston wins Pulitzer for coverage of Dumbarton Oaks conference. • George Streater is The Times's first black reporter. • Facsimile edition wired to the U.N. conference in San Francisco. • Brooklyn plant sold.



Laurence (1945)



*The Times may have appeared to the world at large as the impassive “Gray Lady.” Inside, however, it was a cauldron of sharply etched — and often contending — characters.*

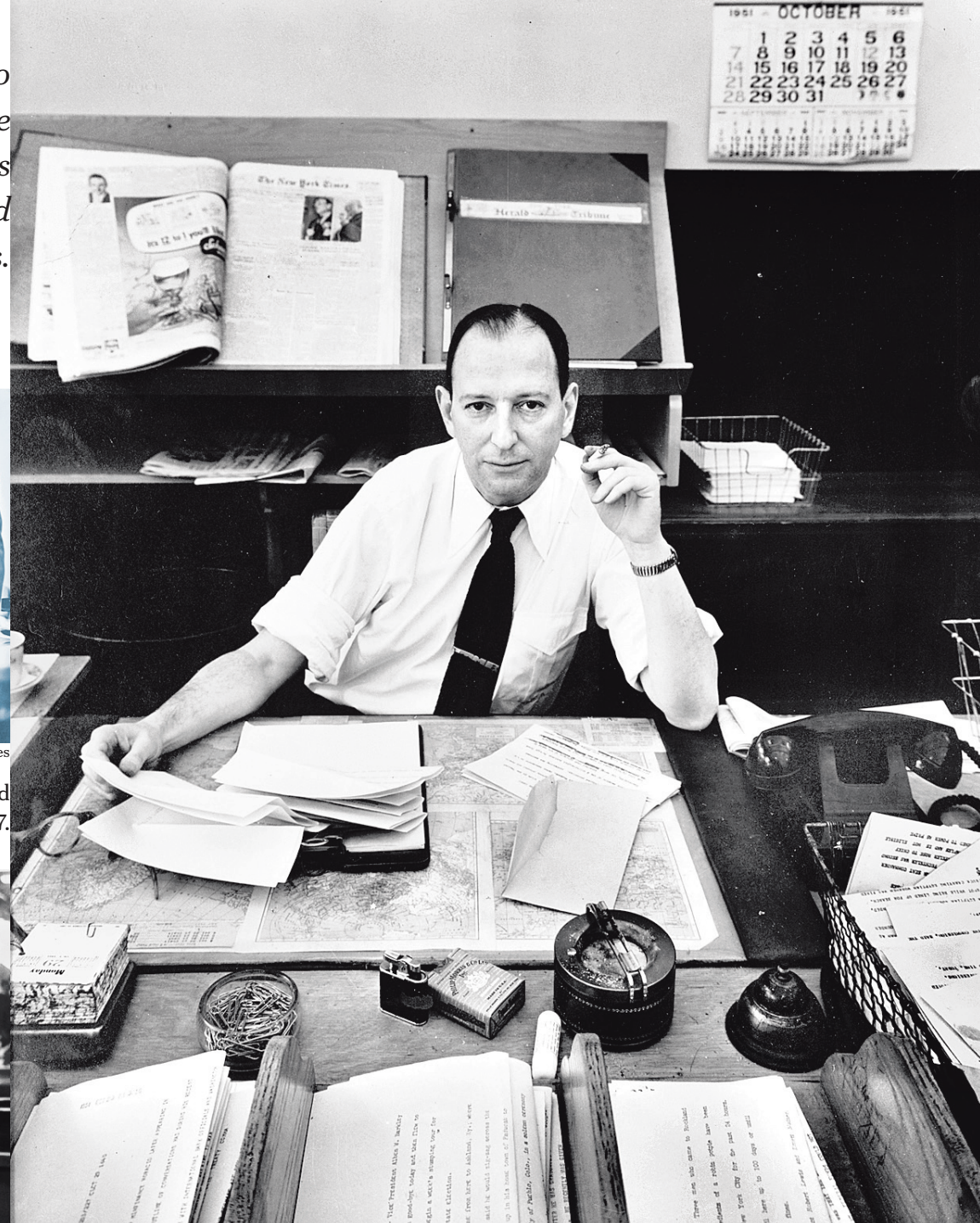


© The New Yorker Collection, 1969. Robert J. Day. From cartoonbank.com. All rights reserved.



Tim Kantor/New York Times Company Archives

Arthur Gelb (left) and Mitchel Levitas. Gelb succeeded A.M. Rosenthal as metropolitan editor in 1967.



The New York Times Company Archives (1951)

**Left:** Theodore M. Bernstein was known as The Times’s Fowler, thanks in part to *Winners & Sinners*, a bulletin that he wrote about grammar, usage and news judgment.



The New York Times Photo Archives (1959)

Marilyn Monroe, accompanied by Lester Markel, the Sunday editor, studies clippings in the morgue.



The New York Times Company Archives (1966)

Charlotte Curtis dissected high society.



Times Talk (1968)

Death watch for Senator Robert F. Kennedy in 1968.



Times Talk (1965)

Homer Bigart, the top reporter in the '60s.



*“If writing must be a precise form of communication,” Ted Bernstein said, “it should be treated like a precision instrument. It should be sharpened, and it should not be used carelessly.”*

Edited copy was sent to the composing room in pneumatic tubes.



Librado Romero/The New York Times (1970)

Ada Louise Huxtable celebrates her Pulitzer.

**THE TIMES GROWS INTO ITS 44TH STREET ADDITION**

**1946**  
Redesigned front entrance has a bas-relief from the Brooklyn plant. Global mural in lobby painted by Eugene Kingman. • Daily news meeting begun by Turner Catledge, assistant managing editor. • Fashions of The

Times appears. • Pulitzers to William L. Laurence, for articles on the A-bomb and his eyewitness account from Nagasaki, and Arnaldo Cortesi, for reports from Argentina. • Times news broadcasts move to WQXR.

**1947**  
Tommy Bracken of the morgue, the last newsroom link to 41 Park Row, retires. • Times Talk begins, edited by Ruth Adler. • Sunday circulation exceeds 1 million for the first time. • Brooks Atkinson’s series on Russia wins the Pulitzer.



**1948**  
Club room opens on the 11th floor. • Times sends facsimile edition to consoles in department stores. • War memorial, to 21 employees who died, is unveiled in lobby. A plaque also marks the Stage Door Canteen site.

**1949**  
New International Air Edition is printed from stereotype mats flown to Paris. • Pulitzer to C. P. Trussell. • Laymond Robinson Jr., hired this year as a copy boy, will become the first black Times reporter to cover city and state politics.



**1950**  
WQXR moves into 229. • First daily crossword. • Pulitzer to Meyer Berger. • Price is 5 cents. • Circulation is 523,446 daily, 1.1 million Sundays. Ad linage is 39.6 million. • [World-Telegram and Sun is formed.]



Robinson (1949)





The New York Times Company Archives (1977)

A copy editor, Victor Marcus, using the earliest Harris terminal. The managing editor's desk is in the distance.



Angel Franco/The New York Times (1995)

Fidel Castro took a tour with Joseph Lelyveld in 1995 and was reportedly shocked by the working conditions.



As it evolved into an electronic newsroom, the third floor was a hybrid during the 1970s, with manual typewriters and Harris terminals sharing desk space.

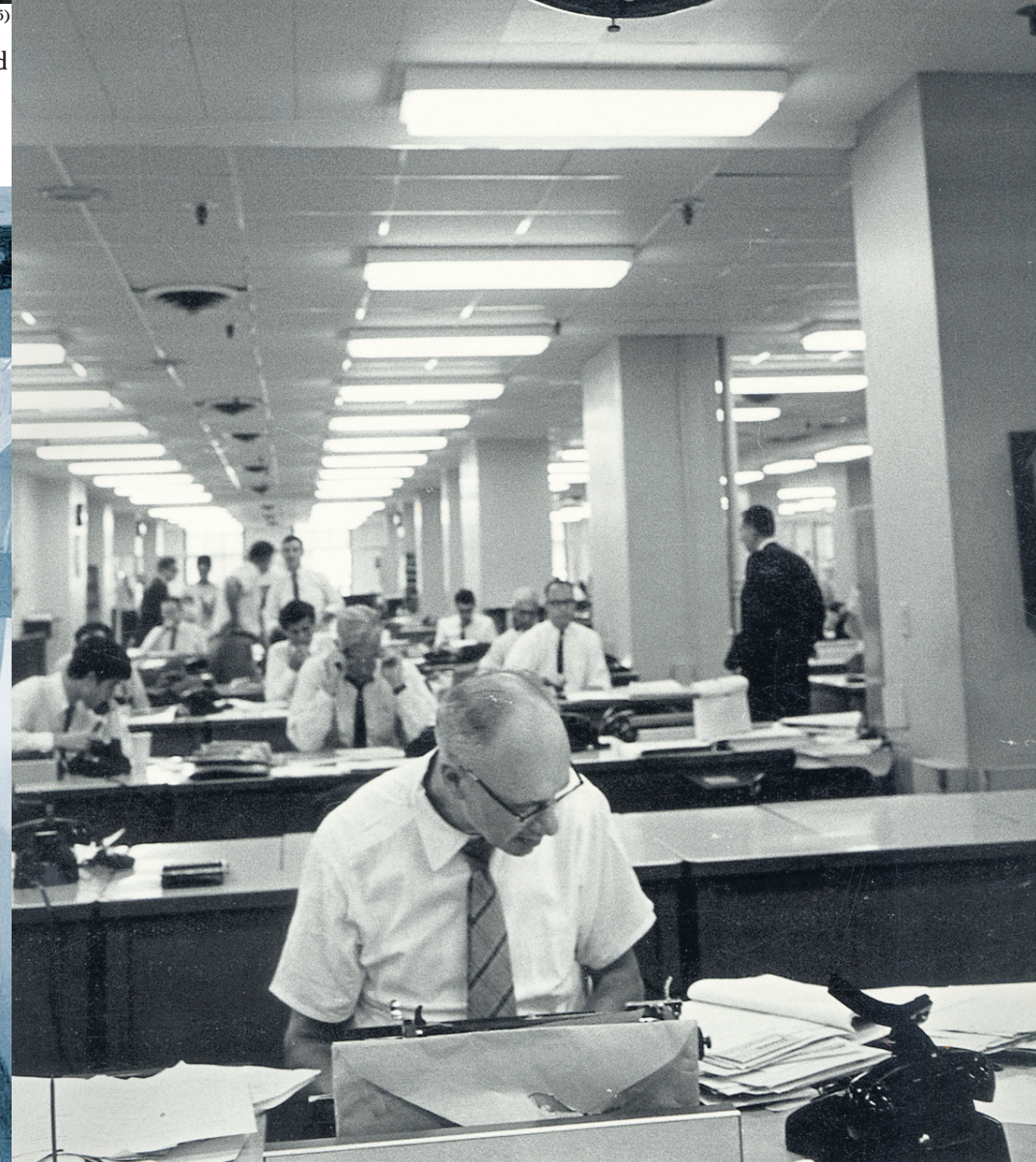


Tyrone Dukes/Times Talk (1977)



Shelly Belzer (1980)

Left: Fernando Rivera's caffeine fueled the machine. Above: Charles Kaiser, Lawrence Van Gelder, Robert D. McFadden and Tom Goldstein covering the 1977 blackout.



The New York Times Company Archives (1960)

Peter Kihss in the front row of the city room.



Eddie Hausner/The New York Times (1971)

Above: Allan M. Siegal of the foreign desk, left, congratulates Arthur Ochs Sulzberger on news of The Times's victory in the Pentagon Papers case.



© 1979 Robert Colton/The New York Times Company Archives

A. M. Rosenthal.



SENATE INVESTIGATORS COME AFTER THE TIMES



Catledge (1951)

1951  
Turner Catledge is managing editor. • Theodore M. Bernstein starts Winners & Sinners bulletin. • Pulitzer citations to Arthur Krock and Cyrus L. Sulzberger. • Arthur Sulzberger Jr. is born, days after The Times's centenary.

1952  
An F.B.I. informer, Harvey Matusow, claims The Times employs more than 100 Communists, a number he later disavows. • Anthony Leviero's national reporting wins a Pulitzer. • Sunday price goes to 20 cents.

1953  
Photoengravers strike for 10 days. For the first time since 1923, The Times does not publish. • Special Pulitzer citation honors Lester Markel for the News of the Week in Review and its "intelligent commentary."



1954  
"I got my job through The New York Times," goes the new slogan and jingle. • But running a photo of Marilyn Monroe avidly kissing her new husband, Joe DiMaggio, costs the picture editor, John Randolph, his job. • A

live broadcast from 229 on the CBS program "Omnibus" shows 18 million viewers how the paper is put out. • Jack Gould, The Times's television critic, praises Edward R. Murrow's coverage of Senator McCarthy.

1955  
Senator James Eastland of Mississippi begins hunting for Communists in the press, with The Times as a target. • Pulitzer Prize to Harrison E. Salisbury for a series on his years in Russia. • Maj. Gen. Julius Ochs Adler dies.

The Stepping Stones proved no match for Elvis Presley.







Fred R. Conrad/Times Talk (1978)

A 360-degree view during the brown-and-orange phase of the late '70s. Catherine Shea can be seen at both edges of the frame. The executive editor's office is behind the long wall at left. (Frank Camp is in silhouette.) William P. Luce is standing at the column near the center. The metro copy desk is in the right foreground.



Ozier Muhammad/The New York Times (2002)

Margaret O'Connor, picture editor, on Pulitzer day 2002.



Jose R. Lopez/The New York Times (2000)

Black tie and Y2K fears on New Year's Eve 2000.



Fred R. Conrad/The New York Times (2007)

Array of newspapers near the executive editor's office.



Fred R. Conrad/The New York Times (2003)

Gerald M. Boyd and Howell Raines after resigning.



James Estrin/The New York Times (2003)

Arthur Sulzberger Jr. welcomes back Joseph Lelyveld.

## 101 WEST END AVENUE WAS TO BE THE NEXT 229

1956

A Charles Merz editorial declares: "Long after segregation has lost its final battle in the South, long after all that was known as McCarthyism is a dim, unwelcome memory, long after the last Congressional

committee has learned that it cannot tamper successfully with a free press, The New York Times will still be speaking . . . without fear or favor, the truth as it sees it." • Pulitzer to Arthur Daley for sports coverage.

1957

Common stock is split into Class A and Class B. Only the Class B shares, most of them owned by members of the Sulzberger family, have voting rights. • Arthur Hays Sulzberger takes on the new post of chairman. Son-in-law

Orvil E. Dryfoos becomes president. • Reston wins a second Pulitzer. • Having refused to name names to the Eastland committee, Seymour Peck, an editor, is convicted of contempt of Congress. But he keeps his job at The Times.



1958

Drivers strike for 19 days. • Pulitzer for foreign coverage. • Juan de Onis begins reporting from Latin America. • Photon, a computerized phototypesetter, produces display ads. • New masthead uses an antique eagle.

1959

Arthur Ochs Sulzberger opens the pressroom at 101 West End Avenue, designed to be the base of a new headquarters. • Austin Tobin of the Port Authority delivers the first Quotation of the Day, on Americans'

love of cars. • First daily bridge column appears. • Litton Industries buys the Times Facsimile Corporation. • The Communist regime of Poland expels A.M. Rosenthal for reporting that is too incisive.

Times headquarters planned on West  End Avenue. Only the pressroom was built.



# Mergenthaler Makes Way for the Mac

Writers displace the printers who once set their words into type.

A \$30 million makeover of the newsroom was completed in 1997 by HLW, an architectural firm descended from the one that designed the Times Tower of 1904.



Ruth Fremson/The New York Times (2001)

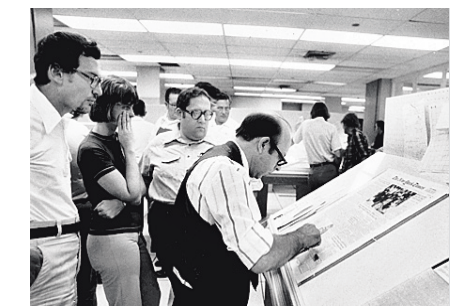


Fred R. Conrad/The New York Times (2007)



Fred R. Conrad/The New York Times (2007)

THE composing room, a brawny factory floor, did not simply disappear. It was first transformed during the 1970s into a cold-type paste-up area before shrinking away to the sixth floor after the introduction of electronic page layout. Sports, style, science, culture, photo, graphics and newsroom technology editors took over the space.



Paul Hosefros/Times Talk (1978)

Paul Freireich, Barbara F. Crossette and Allan M. Siegal watching Harold Dubno paste up the front page in 1978.



Fred R. Conrad/The New York Times (2007)

Broadband video desk in the newsroom.

Above: Joseph Lelyveld, Max Frankel and Bill Keller celebrating the 2001 Pulitzers.

Above right: Joe Sexton, the metropolitan editor, at his desk.



Richard Perry/The New York Times (2001)

Bill Keller, in white shirt, at a recent Page 1 meeting. Jill Abramson is at his right. John M. Geddes is at the end of the table.

The third and fourth floors were once linked by a two-passenger elevator.

## EUROPE AND CALIFORNIA GET NEW EDITIONS

1960

Publisher's antique eagle inspires a 10-foot-high aluminum version for the West End plant. • In Paris, the condensed International Edition of The Times is produced simultaneously with the New York edition, using

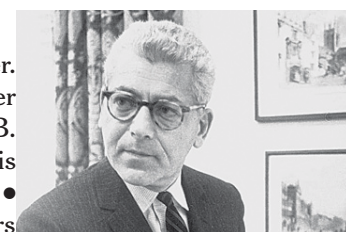
typesetting machines fed by perforated tapes punched by cable and wireless signals. • Pulitzer to A. M. Rosenthal for coverage of Poland. • Daily circulation is 679,222; Sunday is 1.346 million. Ad linage is 61.9 million.



West End eagle (1960)

1961

Dryfoos becomes publisher. Arthur Hays Sulzberger remains chairman. John B. Oakes, an Ochs nephew, is named editorial page editor. • After stormy debate, editors withhold details of coming Bay of Pigs invasion.



Oakes (1961)

1962

Bertram A. Powers leads the printers' union in a citywide 114-day strike. • Western Edition begins in Los Angeles. • Chess column begins. • Supreme Court overturns convictions of journalists Robert Shelton and Alden Whitman arising from

Senate inquiry. • Gothic clock over entrance destroyed in fire. • Delivery bays are widened. • Times Hall returns to use as the Little Theater. • Editorial asks, "Quatenus Mortua Lingua Latina?" • Manual elevators to become automatic.







Brass matrices like the one above were dispatched by keystroke to create lines of type in which molten metal was cast. The lines, held in steel galleys, were taken to tables known as stones.

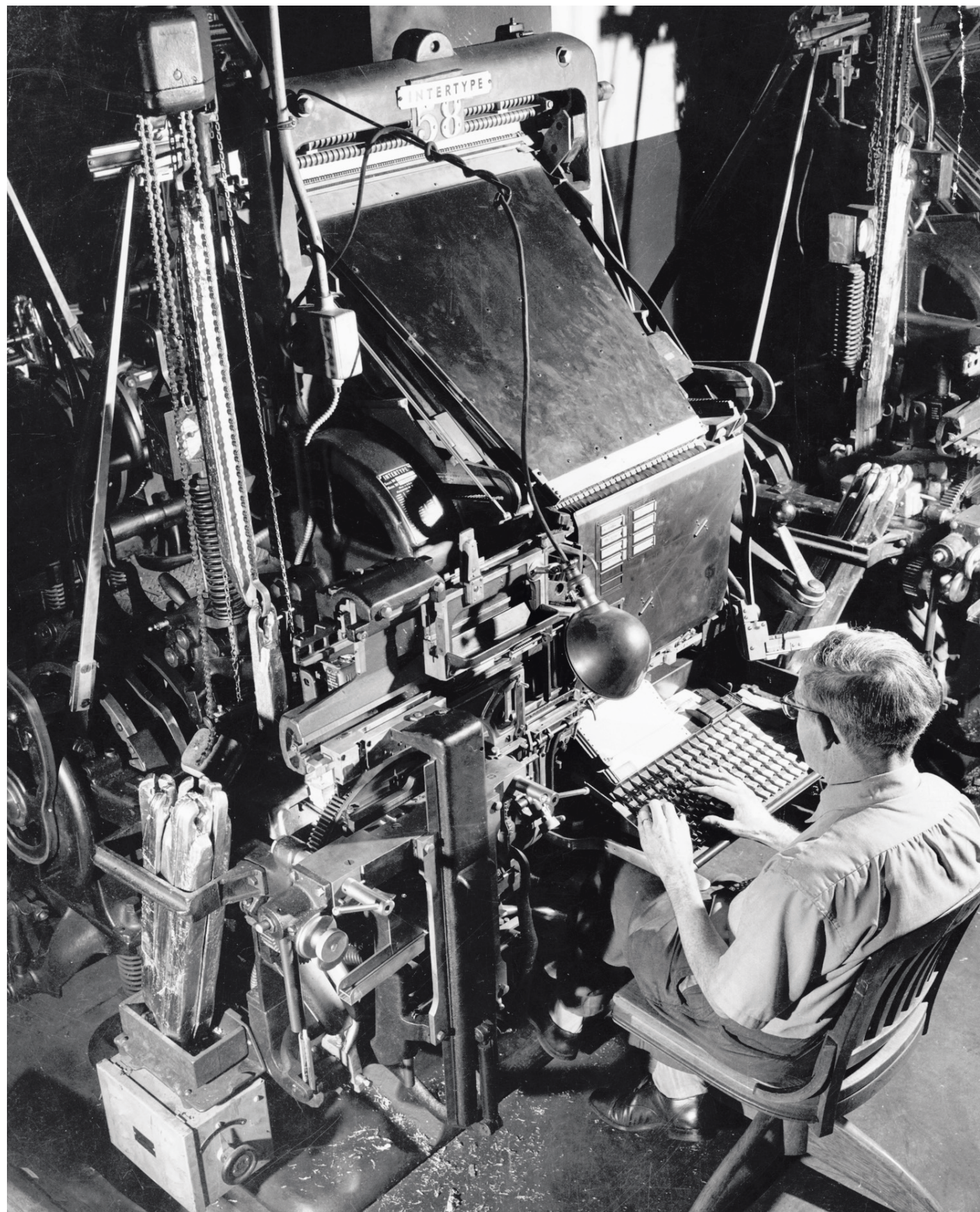


Times Talk (1959)

Millard Williams sang at Carnegie Hall. Operator below was not identified.



Neal Boenzi/The New York Times (1957)



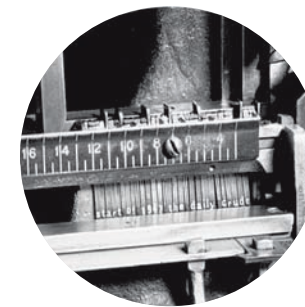
The New York Times Photo Archives



The New York Times Photo Archives



Carl T. Gossett Jr./The New York Times (1960)



Completed pages would be passed beneath a cylinder that pressed the images into papier-mâché-like mats. These were sent down to the stereotype department to mold the printing plates.

Printers and editors (Larry Hauck, above right) worked closely across the short distance of a stone, but there were lines that could not be crossed. By union rules, for instance, an editor could not even think about touching the type.



Tony Cenicola/The New York Times (2007)

Linecasting machines were made by Mergenthaler Linotype and by Intertype. The first two keyboard rows read ETAOIN and SHRDLU vertically. A close-up of a Page 1 mat from May 1978 (just weeks before The Times switched to cold type) shows the molded impression from which a printing plate would be made.

## LIBEL DEFENSES STRENGTHENED IN COURT

1963

Dryfoos dies of a heart ailment at the age of 50. Arthur Ochs Sulzberger, 37, is named publisher and president. • He refuses President Kennedy's request to recall David Halberstam from Vietnam. • New 43rd

Street clock is digital. • The old Tower is sold to Allied Chemical, which will strip it to its steel skeleton and re clad it in marble panels. • Pulitzer goes to Anthony Lewis for reporting on the Supreme Court.



1964

Landmark Supreme Courtmanaging editor. Daniel decision in Times v. SullivanSchwarz is Sunday editor. case strengthens journalists'•Western Edition ends. •New libel defenses. • Lyndonphone number is 556-1234. Johnson is the first sitting•Pulitzer goes to Halberstam. president to visit 229. •• Ruth Sulzberger Golden Turner Catledge is executivebecomes publisher of The editor. Clifton Daniel becomesChattanooga Times.



Golden (1964)

1965

The Astor property under the four-story wing of 229 is acquired. • Power fails, and The Times prints at The Newark Evening News, with a banner headline in unaccustomed Bodoni type. • Newspaper Guild strikes for 24 days,

during which Paul VI pays the first papal visit to New York. Times journalists cover it for an "instant book" published two days later by Bantam. • Allied Chemical reopens the Tower as a showcase for Caprolan and other products.



Daniel (1964)



# Ads Were Taken. Art Was Engraved. And (Gulp) Meals Were Served.

*The circulation, classified, corporate communication, photoengraving and medical departments made their homes here over the years.*

Perhaps the most interchangeable floors, the fifth and sixth swapped the photoengraving, classified advertising and circulation departments (while readership grew fourfold).

The main newsroom was briefly on “Deep Six” in the mid-1990s, and several news sections, including real estate, occupied the fifth floor in later days. But its most surprising tenant was the first Annex restaurant, from 1913 to 1924.



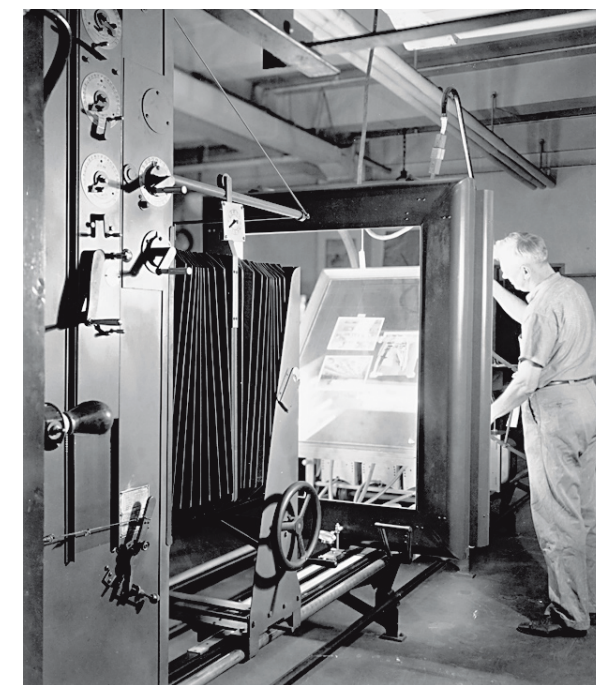
The New York Times Photo Archives

The restaurant cashier also sold Camel, Chesterfield and Fatima cigarettes.



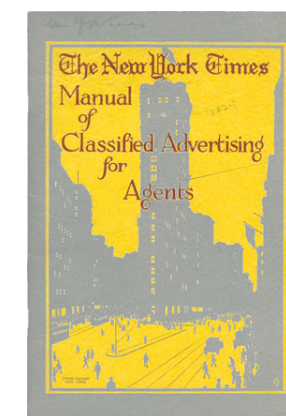
The New York Times Photo Archives

Above: A classified ad taker in the 1920s. She could be reached at Bryant 1000. Right: The manual is from 1924.



The New York Times Photo Archives (1946)

Engravers employed a giant camera. Its glass negatives were placed in contact with light-sensitive zinc plates, producing a positive image that was etched in an acid bath. The plates were mounted on metal blocks and sent to the composing room.



The New York Times Photo Archives



The New York Times Photo Archives

Right: The bakery. Far right: With all the restaurants nearby, The Times’s dining room promised “a good plain meal at reasonable prices.”

## ONLY THE TIMES, THE NEWS AND THE POST REMAIN

1966

A payroll computer is installed on the seventh floor. • New Goss presses form a 175-foot line. • R. W. (Johnny) Apple Jr. is grazed by a machine-gun bullet in Vietnam. • [The World Journal Tribune, or WJT, is formed by merger.]



1967

New Page 1 nameplate by Edward Benguiat and Louis Silverstein deletes the period after “Times.” Body typeface changes to Imperial. • Arts and Leisure makes debut. • First Large Type Weekly. • International Edition merges

into International Herald Tribune, owned with the Graham and Whitney families. • WJT, city’s merged afternoon paper, dies. The Times produces two evening prototypes, Forum and Today, edited by A. M. Rosenthal.



1968

Arthur Hays Sulzberger dies at 77. • Second and third floors expand eastward into the Paramount Building. • Cafeteria is renovated with spoked chandeliers and wall-mounted plates collected by foreign correspondents.

But a plan to board up the window arches is scrapped after protest by the architecture critic, Ada Louise Huxtable. • James Reston succeeds Turner Catledge as executive editor. • Pulitzer to J. Anthony Lukas for local reporting.



Apple (1966)



# The Electronic Nerve Center

*Sophisticated — and mysterious — equipment always had a place here.*

Computers began arriving only in the 1960s, but the seventh floor had been a technological hub for decades as the home to the Times Facsimile Corporation, whose clients included the United States Navy during World War II. In 1948, The Times experimented with sending special four-page facsimile editions to radio consoles placed strategically in department stores around town, anticipating NYTimes.com by a half century.



The New York Times Company Archives (1976)

Above and below: The Times's computing power included an I.B.M. System 370.

# A Sunday Empire and Its Emperor

*More than merely five floors separated the daily and Sunday newsrooms.*

ACCOUNTING and auditing were the critical business functions performed on the eighth floor, but it was synonymous with the Sunday department — including the magazine, the Week in Review, the Travel section, the Book Review and the Drama section (later Arts & Leisure) — which Lester Markel headed for four decades. For years after the Sunday and daily news sections were merged, the cultural divide remained.



The New York Times Photo Archives (1960)

“Lester Markel, in effect, had built a major newspaper within the newspaper,” Gay Talese wrote.



At right: Two photos show a test transmission in 1948 of a facsimile edition from the seventh floor of The Times to a console in a department store.



Both: The New York Times Photo Archives (1948)



The New York Times Company Archives (1983)




Fred R. Conrad/The New York Times (2007)



The New York Times Company Archives (1956)

Far left: The art department of the magazine today. Left: The Sunday newsroom in the 1950s.

## THE TIMES TRIUMPHS AGAINST PRIOR RESTRAINT

Based on pieces of  metal type, the logo looked like piano keys.

1969

Checkpoint installed in lobby after bomb threats. • Reston steps down as executive editor. A. M. Rosenthal — “Abe” — succeeds Clifton Daniel as managing editor. • Times stock trades on the American Stock Exchange as NYK.A.

- “Men Walk on Moon” is the largest headline (96-point) in Times history. Archibald MacLeish writes a front-page poem. • Information Bank computer archive will allow outside access to articles. • Golf Digest is acquired.



1970

“Op. Ed.” page begins. • Charlayne Hunter opens Harlem bureau. • Pulitzer to Ada Louise Huxtable. • Family Circle acquired. • Earl Caldwell refuses to divulge information about Black Panthers to grand jury.



Hunter (1970)

1971

Pentagon Papers stories, secretly written in the Hilton and typeset in a ninth-floor hideaway, are published. White House seeks to halt series, but Supreme Court upholds The Times, forbidding prior restraint.

- More than \$1 million goes to the Neediest Cases Fund. • Company acquires “piano keys” logo and a TV station in Memphis. (See 1927.) • Pulitzer to Harold C. Schonberg for music criticism. • B.Q.L.I. edition begins.



WREC (1971)



The art department started on the ninth floor, moved down to the eighth and then returned to the ninth.

Right: Louis Silverstein, the promotion art director, became assistant managing editor in 1976. Below: Andrew Sabbatini, center, and other map artists planning coverage of Sputnik.



The New York Times Photo Archives (1981)



Times Talk (1957)



Fred R. Conrad/The New York Times (2007)



Fred R. Conrad/The New York Times (2007)

Left: Book Review office. Right: Stained-glass panel in the book editor's office used to be in the publisher's dining room.

On the air, in the kitchen and direct from Seventh Avenue

THIS floor was oriented to imagery early on, with tenants like the Wide World Picture Syndicate, the Mid-Week Pictorial and the art department. It also served the "women's news" department (when such distinctions were still made), with a test kitchen down the hall. In 1971, the Pentagon Papers were secretly set into type on this floor.



Times Talk (1958)

As many as 200 dresses and accessories might arrive in the fashion department daily. Pat Green, center, kept track.



Left: Asahi Shimbun's New York bureau is in our headquarters, as our Tokyo bureau is in theirs. Right: Jean Hewitt, home economist. Far right: Ruth Casa-Emellos, a dietitian, in the test kitchen.



Above: Edgar Stout/Times Talk (1970). Above right: Times Talk (1956)

WOMEN AND MINORITY EMPLOYEES STAKE THEIR CLAIM IN COURT

1972

Pentagon Papers earn a Pulitzer. • Pressmen demand removal of an ad calling for President Nixon's impeachment. The Times refuses. Nixon thanks the pressmen. • Corrections are anchored on the news summary page.



1973

Max Frankel becomes Sunday editor and wins Pulitzer for coverage of President Nixon's China trip. • Nixon aide, William Safire, becomes columnist. • Men convicted of crime will no longer lose the title "Mr." in news pages.



Frankel (1973)

Wade (1974)

1974

Long-term agreement with the typographical union will let The Times use the latest technology. Video terminals begin arriving. • Charging unequal pay and advancement opportunities, women (Betsy Wade Boylan

and others) and minority employees (Benilda Rosario and others) file lawsuits in federal court. • Daily paper rises to 20 cents. Sunday paper is 60 cents. • Pulitzer to Hedrick Smith for coverage of the Soviet Union.





*The classical music stations of The New York Times occupied their own broadcast center and office suite, with a 189-seat auditorium, six studios, a news announcer's booth and three control rooms.*

**T**HOUGH closely identified with The Times, WQXR began as a separate radio company, with slightly different call letters: W2XR and WQXQ. The stations moved here from 730 Fifth Avenue in 1950. The hall — suavely designed by Shreve, Lamb & Harmon — opened two years later. It is still referred to (by those of a certain age) as the WQXR Auditorium, even though the stations left 18 years ago.



The New York Times Company Archives (1956)

Now playing: Saint-Saëns and Respighi. The latest technology in the '50s involved reel-to-reel tape.



Fred R. Conrad/The New York Times (2007)

Robert Sherman often broadcast "The Listening Room" from the WQXR Auditorium.



David W. Dunlap/The New York Times (2007)

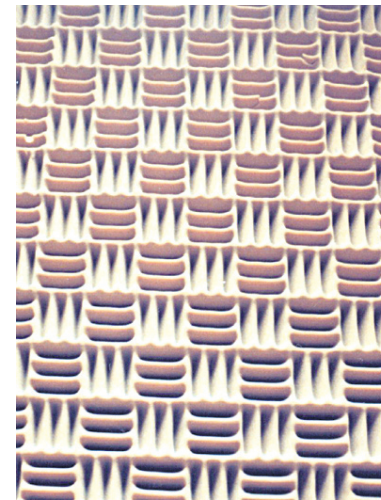
A Modernist staircase with undulating cove lighting connected WQXR's studios and offices.



Left: Elliott M. Sanger, co-founder with John V. L. Hogan. Above: Logo in the '50s. Right: Jascha Zayde, William Strauss and Robert Cobaugh. Far right: Acoustic baffling.



Times Talk (1951)



David W. Dunlap/Times Talk (1999)



Sam Falk/The New York Times (1959)



Tom Bloom (1993)



Far left: Zita Carno competing in 1959. Left: Recently, the auditorium has been best known for the annual book sale. Above: After WQXR left, its studios were used to store old hot-line intercoms, among other things.

**THE NEW NEW YORK TIMES: FOUR SECTIONS, SIX COLUMNS**



Topping (1977)

1975  
The Times begins to phase out printing at 101 West End Avenue, which never proved to be a practical plant. A \$35 million satellite plant will be built in Carlstadt, N.J. • Automated typesetting of classified ads begins. • Craig

Claiborne writes a front-page account of the \$4,000 dinner he has with Pierre Franey at Chez Denis in Paris. • Here to film "Three Days of the Condor," Robert Redford stops by to visit Tom Wicker and tour the newsroom.



Franey and Claiborne (1975)

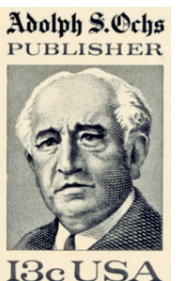


1976  
Under A. M. Rosenthal and Arthur Gelb, the first four-section daily appears in April, with the Weekend section. • The Living Section arrives in November. • New Jersey Weekly and Long Island Weekly are introduced. • News

and Sunday departments are unified. • Pages reformatted from eight to six columns. • Pulitzers to Sydney H. Schanberg for coverage of Cambodia and Red Smith for Sports of the Times. • Ochs postage stamp issued.



1977  
Home Section begins. • Rosenthal is executive editor. Seymour Topping is managing editor. Max Frankel is editorial page editor. • During a blackout, the Carlstadt plant prints 400,000 copies of the paper.



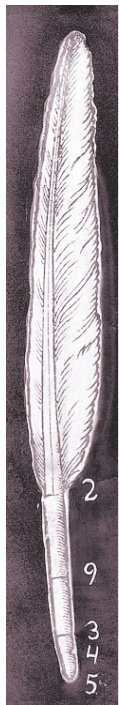
(1976)



# A Hushed Place Where the Word Was to Be Revered

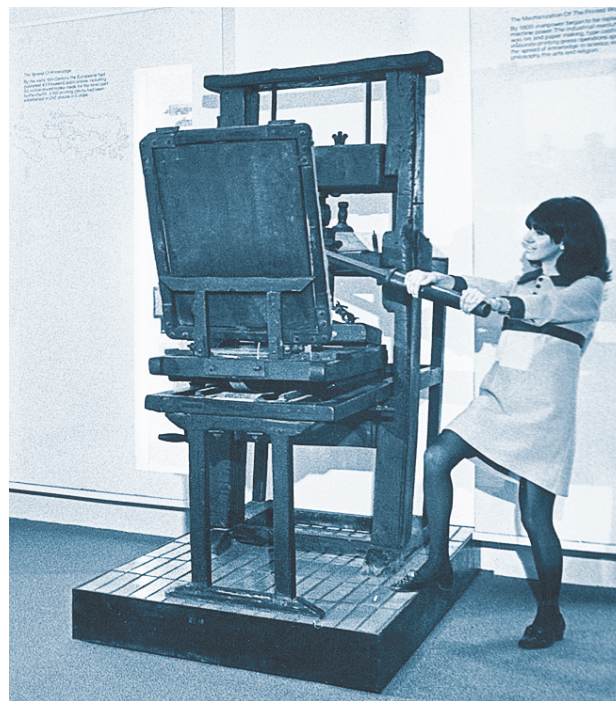
The 10th floor still closely resembles the studious and collegiate setting intended by the original architects.

An enormous library under broad ceiling vaults. Editorial writers in offices behind leaded windows. A museum devoted to “man’s progress through 5,000 years of effort to improve his means of communicating events and ideas to his fellows.” This was, and to a surprising extent still is, the 10th floor. The History of the Recorded Word exhibit was founded in 1938 by the bibliophile Elmer Adler and was open to the public. It was renovated in 1968 by Rudolph DeHarak as the Museum of the Printed Word, reaching to the Telstar era, but closed 13 years later. The collection went to the Rochester Institute of Technology.



The New York Times Photo Archives (1945)

**Above left:** Earliest picture of a fountain pen, from 1651. **Above:** Visitors to the original museum. **Right:** The museum reopened in 1968. Lynn Abeles of WQXR pulled the lever on a 17th-century press.



Times Talk (1968)



Times Talk (1951)



The New York Times Photo Archives (1952)

**Right:** Reproduction of an aboriginal cave painting presented to Arthur Hays Sulzberger for the museum on behalf of Rupert Murdoch’s father.



Fred R. Conrad/The New York Times (2007)



Times Talk (1964)

Members of the editorial board in the 1960s included A. H. Raskin (top); John B. Oakes (center), the editorial page editor; and Charles Merz, Oakes’s predecessor.

**Top left:** The editorial board conference room today. **Left:** Anne O’Hare McCormick sat at the head of the table in the Council Room, as it was once called.

## THE COMPUTER ERA BEGINS IN EARNEST

1978

Times converts to computerized cold type. • Pressmen’s strike and other disputes last 88 days. (An entire papal reign, of John Paul I, goes unrecorded.) • Business Day, Science Times and Sports-Monday begin. • Women’s

lawsuit is settled. • Newsroom is renovated into a cave-like expanse. • M. A. Farber jailed 40 days for refusing to name sources. • Pulitzer to Henry Kamm, Walter Kerr and William Safire. • Aesthetic Realists picket.

1979

Walter E. Mattson elected company president. • Richard Haas named to paint a trompe-l’oeil Tower on 42nd Street. • Russell Baker’s Op-Ed column wins Pulitzer. • Daily costs 25 cents. • Times opens Beijing bureau.

1980

National Edition begins incirculation is 901,000, Sun-Chicago from pages sent by day is 1.46 million. • Presses satellite. Allan M. Siegal is 229 will be converted to the first editor. • Minority offset. • Company sells Us discrimination lawsuit is set-magazine. (Yes, we started tled. • Ad lineage, 90.1 mil-U.S.) • “Farewell, Etaoin lion, exceeds that of the other Shrdlu” film depicts the last two dailies combined. Daily days of hot type.



1981

Museum of the Printed Word exhibits go to Rochester Institute of Technology. • Harry Helmsley takes option on the West End site. • National Edition in Lakeland, Fla. • Pulitzer to John Crewdson and Dave Anderson.



Mattson (1979)

At the end of the pressmen’s 1978 strike,  the Guild put up its own picket line.





The New York Times Photo Archives (1953)



Fred R. Conrad/The New York Times (2007)

The cloistered 55,000-volume reference library appeared unchanging, but the collection itself evolved constantly. There will be a library in the new building, but it will be much smaller and located in the basement.



Fred R. Conrad/The New York Times (2007)

Above left and right: Stained-glass panels set in the clerestories of the editorial offices show the means of gathering, printing and distributing the news — as of 1924. Above: John Motyka, a librarian, at work today.



Fred R. Conrad/The New York Times (2007)



Fred R. Conrad/The New York Times (2007)

It was said in 1924 that the arrangement of the library suggested “nothing so much as the studious atmosphere and surroundings of university cloisters.”

The catalog is online but the cards are still used by die-hards.

## THE SULZBERGER HEIRS KEEP IT IN THE FAMILY

1982

Ad lineage exceeds 100 million for the first time. • Fifteenth-floor studio to become an auditorium, event space and conference room, designed by Skidmore, Owings & Merrill. • National Edition printed in Torrance, Calif. • Pulitzers

to John Darnton (Barney’s son, see 1942) for coverage of Poland and Jack Rosenthal for editorial writing. • Sarasota Herald-Tribune is acquired. • Late City Edition drops the “City.” • Price of the daily goes up to 30 cents.

1983

The Times becomes a billion-dollar company. • Pulitzers go to Thomas L. Friedman for international reporting and Nan Robertson for her personal account, in the Magazine, of toxic-shock syndrome. • First Editors’ Note.

1984

Judge Building at 110 Fifth Avenue is bought for Familyout at 229. • George Tames Circle. • Pulitzer Prizes toretires from photo staff after Paul Goldberger for architec-chronicling 10 presidents. ture criticism and John Noble• Times resists landmark Wilford for science reporting.status. • Haing S. Ngor wins • Times Books is sold to Oscar for role as Times’s Dith Random House.

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Legionnaires’ disease breaks out at 229. • George Tames Circle. • Pulitzer Prizes toretires from photo staff after Paul Goldberger for architec-chronicling 10 presidents. ture criticism and John Noble• Times resists landmark Wilford for science reporting.status. • Haing S. Ngor wins • Times Books is sold to Oscar for role as Times’s Dith Random House.



1986

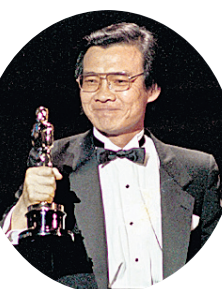
Sulzberger heirs ensure family control by pledging not to sell Class B shares to outsiders. • Average daily circulation hits 1 million. • A. M. Rosenthal is succeeded as executive editor by Max Frankel, whose successor as editorial page

editor is Jack Rosenthal. Arthur Gelb is managing editor. • Times allows “Ms.” in news columns. • Pulitzers to Donal Henahan, music critic, and to the staff for “Star Wars” series. • Bar code printed on front page.



The family pledged not to sell

Class B shares to outsiders.



Ngor (1985)



# Sooner or Later, Everybody Ate at Café Onze

*The most public crossroads at 229, especially in bad weather, the cafeteria was where blue and white collars mingled. And complained about the same things.*

If drink wasn't the curse of The Times, that may have been because the cafeteria's last beer license seems to have expired in 1962. The generous 21-foot-high room we know today was originally an assembly hall. (Workers ate on the fifth floor.) It was remodeled as a cafeteria in 1924. A 1968 renovation added decorative plates and preserved the great arched windows, at the insistence of The Times's architecture critic, Ada Louise Huxtable.



Robert Walker/Times Talk (1948)



The New York Times Photo Archives (1949)

**Left:** Florence Sage and Estelle Sage were cafeteria cashiers. **Below:** In 2006, The Times turned management of the cafeteria over to Restaurant Associates.



Fred R. Conrad/The New York Times (2007)



Times Talk (1952)

**Above:** After midnight closing. **Left:** Once called the "Upstairs Sardi's," the cafeteria welcomed Broadway actors. Tony Derasmo waited on Martha Wright, who was starring in "South Pacific" in 1952. **Right:** The last days.



Fred R. Conrad/The New York Times (2007)



Neal Boenzi/Times Talk (1968)



The New York Times Company Archives (1956)

**Above:** Creamed turkey set you back 80 cents in the mid-'50s. For 15 cents less, you had a choice of Spanish mackerel or spaghetti Italiane. **Left:** Cafeteria after remodeling, with international plates on the walls.

## THE FAMILY'S SECOND GENERATION PASSES



James Barron in seersucker (1987)

**1987**  
Ad linage hits a record 123 million. • Sept. 13 paper weighs a record 12 pounds. • Pulitzers to Alex Jones and to the staff for its coverage of the Challenger. • News columns begin using "gay." • Staff originates Seersucker Day.



Edison satellite dish (1988)

**1988**  
Automated plant in Edison, N.J., is under construction. • Living Arts introduced in the National Edition in San Francisco. • Thomas Friedman's coverage of Israel wins his second Pulitzer. • Daily price rises to 35 cents.



**1989**  
WQXR moves to 122 Fifth Avenue. • Pulitzer to Bill Keller for coverage of Soviet Union. • John Tagliabue is wounded in Romania. • TimesFax sent nightly to the Far East. • Company buys McCall's. • Daily is 40 cents.



**1990**  
Iphigene Sulzberger dies. Ochs Trust dissolves, its Class B stock passing to new trusts, with Marian Heiskell, Ruth Holmberg, Dr. Judith Sulzberger and Arthur Ochs Sulzberger as trustees. • Joseph Lelyveld is managing editor.

- Pulitzer to the husband-and-wife team of Nicholas D. Kristof and Sheryl WuDunn for coverage of China.
- Daily circulation hits 1.15 million. Sunday is 1.71 million. Ad linage drops to 93 million.
- Sunday paper costs \$1.50.





Fred R. Conrad/The New York Times (2007)

The Times welcomed visitors with a show of journalistic might: Pulitzer Hall, nearly 200 feet long and lined with 96 frames celebrating its prize winners. (Frame in the left foreground commemorates Frederick T. Birchall.)



"The Making of a Great Newspaper" (1924)



The New York Times Photo Archives



Carl T. Gossett Jr./Times Talk (1964)

Far left: The first publisher's dining room was a Tudor fantasy. Above left: The kitchen. Above: Forrest Gray, Mimi Johnson, Anne Schylander, Florence Anderson and Gerard Groenewegen. Right: Serving area.



The New York Times Photo Archives (1949)



Fred R. Conrad/The New York Times (2007)



Fred R. Conrad/The New York Times (2007)

In 1957, Arthur Hays Sulzberger found an 18th-century wooden eagle in London. It became the basis of the company's first logo and still adorns the publisher's dining room, or Eagle Room.



Times Talk (1966)



The New York Times Photo Archives (1949)

Left: The 250-seat, full-service restaurant on a regional theme night. Above: Reception area for the restaurant, which opened in 1948.

Above left: The Eagle Room occupies the end of what was once a large restaurant. Above: Facing the eagle is a panel of 19th-century French wallpaper showing New York Bay.

STILL READ ALL OVER; NO LONGER BLACK AND WHITE



1991

New ink should reduce ruboff. ● Pulitzers to Natalie Angier for science reporting and to Serge Schmemmann for foreign reporting. ● Use of accuser's name in William Kennedy Smith rape case stirs debate. ● Daily costs 50 cents.



1992

Edison plant opens after Howell Raines succeeds Jack labor peace is reached with Rosenthal as editorial page the drivers. Carlstadt is to editor and wins a Pulitzer. close next year. ● Arthur Anna Quindlen wins for her Sulzberger Jr. becomes Public & Private column. ● publisher, succeeding his Russian-language edition father. Lance Primis becomes begins in Moscow. ● A Gap company president. ● opens in Times Square!

1993

Color in the Book Review, Real Estate and Travel sections. ● Circulation hits twin peaks: 1.18 million daily, 1.78 million Sunday. ● City section begins. ● Pulitzer to John F. Burns for coverage of Bosnia. ● Boston Globe, run

by the Taylors since 1873, is acquired. ● Daughters are first taken to work. ● Al's Deli and Gough's close. ● "Whatever Happened to AIDS?" Jeffrey Schmalz asks in a Magazine article published posthumously.





As hundreds of diners gathered on the east end of the 11th floor, 25 operators on the west end handled as many as 20,000 calls a day in the late 1940s.

Right: "Lackawanna 4-1000." Below: As the 11th floor might have looked under renovations planned by Tishman Speyer Properties.



Gabellini Sheppard Associates (2007)



The New York Times Photo Archives (1948)

# A Sooty Shangri-La

Fresh air was a relative notion, but the terrace did offer lots of sunshine.



The New York Times Photo Archives

After the 1924 expansion, what was once the 11th-floor roof became the 12th-floor terrace, a "red-tiled open-air promenade, bordered with growing plants and flowers," as The Times put it. Amenities disappeared over the years, but the terrace was still a good place to hide out, unless you were trying to avoid lawyers. (The legal department was on 12, too.)



Right: The club room, along what is now Pulitzer Hall, was turned into the newsroom for an experimental evening paper in 1967. Far right: The game room, club room and circulating library disappeared, but chess games were a cafeteria staple until the end.



The New York Times Photo Archives (1949)



The New York Times Company Archives (1956)



Times Talk (1966)



Times Talk (1966)



Times Talk (1955)

Top: The terrace in the '20s. Above left and center: Paul Marks, Marcia Bandler and Susan Turof. Above right: Tom Campanelli watering garden.

## THE 'WEB' MEANS MORE THAN NEWSPRINT



1994

E-mail arrives. • @times offered on AOL. • Electronic page composition and digital photo transmission begin. • So does building of College Point. • Joseph Lelyveld is executive editor, Eugene Roberts managing editor. • Pulitzers

to the staff for World Trade Center coverage, to Isabel Wilkerson for feature writing and to Kevin Carter for his picture of a starving Sudanese girl. • Morgan Stanley office stands in for the Times newsroom in "The Paper."



Nash (1996)

1995

Classified ads on @times. • Pulitzer to Margo Jefferson for book reviews and other criticism. • The Washington Post prints the Unabomber manifesto with support from The Times. • Fidel Castro pays a surprise visit to 229.



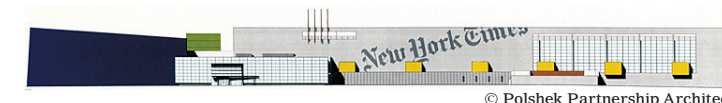
1996

On assignment, Nathaniel Nash dies in a plane crash in Croatia. • The NYTimes.com Web site begins. • West 43rd given added name Adolph S. Ochs Street. • "Deep Six" serves as newsroom during renovation. • Pulitzers to

Robert D. McFadden for spot news, Robert B. Semple Jr. for editorials and Rick Bragg for features. • Lance Primis resigns as president. Russell T. Lewis succeeds him. • Times Foundation gives away more than \$1 million.



Lewis (1996)



College Point printing plant.

© Polshek Partnership Architects



# On Call, In House

*A round-the-clock factory needed constant medical attention.*

Staff members who have known only the modest medical office on the fifth floor may be surprised to learn that there was once a hospital on 13. This was no luxury, either, given the risk of grave injury on the industrial floors below. When the photograph at right was taken, in 1948, the hospital received about 290 visits a week. Today, corporate offices share the floor, including those of the treasurer and the controller.



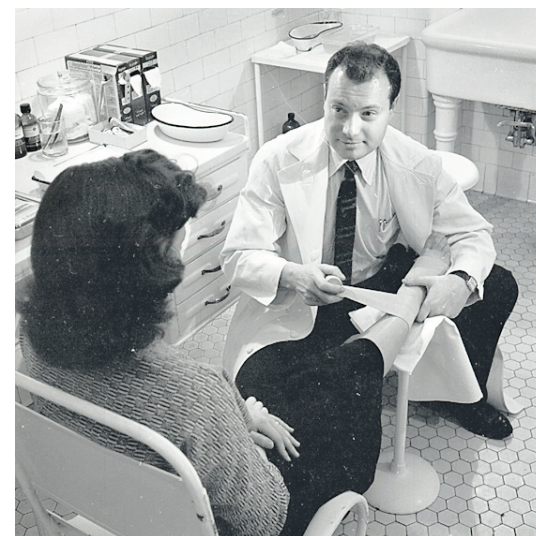
Times Talk (1948)



The New York Times Photo Archives (1949)



The New York Times Photo Archives (1949)



The New York Times Company Archives (1956)

Top: Thomas Hewett, Dr. Hugh Maray and Cecelia Collins, R.N. Above left: Dr. Lawrence Meyers. Above center and right: Other visits.

## THE FOURTH GENERATION TAKES OVER, AND THE SEVENTH BUILDING IS BEGUN

1997

Arthur Ochs Sulzberger retires, succeeded by Arthur Jr. as chairman, and by Russ Lewis as chief executive. • College Point opens, allowing presses to cease at 229 and color to appear on Page 1. • New England and

Washington Editions begin. • Bill Keller succeeds Eugene Roberts as managing editor. • John Burns wins second Pulitzer, this time for reporting on the Taliban. • SundayStyles begins. • NYT stock trades on the Big Board.



1998

Ad revenues exceed \$1 billion. • Circuits section begins. • Pulitzers to Linda Greenhouse for Supreme Court coverage, Michiko Kakutani for criticism, and the staff for a series on drug corruption in Mexico.



620 Eighth Avenue (1999)

1999

Times negotiates for new building site. • 41 Park Row is a landmark. • Pulitzers to the Times staff, notably Jeff Gerth, for a series on the sale of technology to China, and to Maureen Dowd for columns on President Clinton.

• NYTimes.com, Boston.com and others are consolidated as Times Company Digital. • Worcester Telegram & Gazette is acquired. • New Manual of Style lowercases pope, president and God's pronouns. • Daily is 75 cents.



# Quiet Corridors of Power

*There was no need for decorative ostentation. The Times's influence spoke for itself.*

SOMETIMES, the loudest sound on this floor is made by an eight-foot, 115-year-old grandfather clock from the lobby of the Chattanooga Times building. The New York Times executive offices, which moved from the 11th to the 14th floor when the Annex was expanded in 1924, have never been overbearing. But in their tranquil traditionalism — even in little signs like the one just below saying “Cigar & Cigarette Ends” (smoking in the building ended in 1987) — they are a world apart.



Fred R. Conrad/The New York Times (2007)



The New York Times Company Archives

Above left: Clock given to Adolph Ochs in 1892 by the citizens of Chattanooga. Above right: The austere original lobby, with a rendering of 229.



After years in modest quarters, Adolph S. Ochs ended with a flourish in the 1930s: a 14th-floor apartment, reachable by a separate elevator, next to an office so large it was turned into the boardroom after his death.



John F. Kennedy and Chiang Kai-shek are among the portraits on the walls.

Postmaster General Benjamin F. Bailar presented the Ochs stamp in 1976 to his daughter, Iphigene, and her children, Ruth, Arthur, Judith and Marian.



Chester Higgins Jr./The New York Times (1976)



Fred R. Conrad/The New York Times (2007)

Cyrus R. Vance, William W. Scranton and Louis V. Gerstner Jr. have sat on the board.



Don Hogan Charles/The New York Times (1968)

Left: Senator George McGovern, back to camera, faced a formidable battery of Times editors, reporters and executives in 1968, including James B. Reston at his immediate left and Harding F. Bancroft at his immediate right. Below: The artist Philip A. Laszlo with his portraits of Ochs and his wife, Iphigenia (or Effie).

**C**ALCULATED to “convey magisterial authority,” Susan E. Tifft and Alex S. Jones wrote in “The Trust,” Ochs’s mahogany-paneled office had a green marble fireplace with his desk in front. To approach the publisher, “visitors had to cross nearly 30 feet of carpeted floor and pass walls dense with signed photographs of presidents, prime ministers and other notables.”



The New York Times Company Archives (1931)



Fred R. Conrad/The New York Times (2007)

Far left: The board room when it was Ochs’s office. Left: The Laszlo portrait and green marble fireplace today.



The New York Times Photo Archives

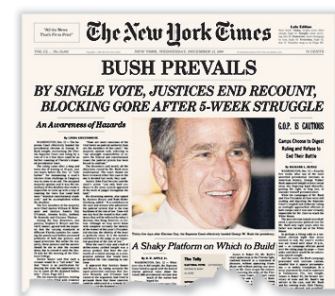
## MILESTONES AND NIGHTMARES AS THE NEW MILLENNIUM BEGINS

2000

At the dawn of the millennium, The New York Times Company has \$3.5 billion in revenues and 14,000 employees. The paper’s daily circulation is 1.12 million. Sunday is 1.69 million. It carries 90.4 million lines of

advertising. The News Service has 650 clients. The company owns 16 other papers, 8 TV stations, 2 radio stations, 4 magazines and 6 Web sites. ● A news assistant, Aaron Donovan, uncovers a 102-year-old, 500-issue error in

the number at the upper left corner of Page 1. It is corrected. ● Renzo Piano is picked by The Times and Forest City Ratner Companies to design 620 Eighth Avenue, with Fox & Fowle. Frank Gehry and others are passed over.



2001

As a “significant reminder of the origins of Times Square,” the 43rd Street facade of 229 is given landmark status. ● Howell Raines is executive editor. Gail Collins succeeds him as editorial page editor. Gerald Boyd is managing

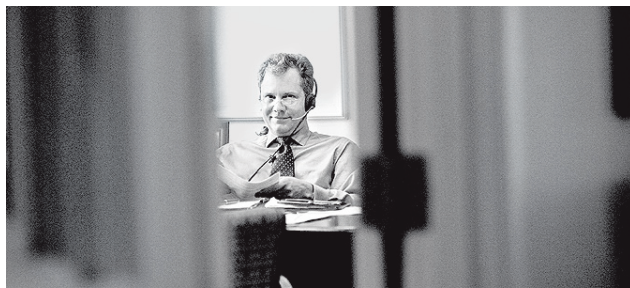
editor. ● Readers line up at the truck bays to buy the paper on Sept. 12. “A Nation Challenged” and “Portraits of Grief” chronicle 9/11. ● Anthrax scare seals 229. Mail deliveries are suspended. ● Pulitzers for the series “How

Race Is Lived in America” and to David Cay Johnston for exposing tax loopholes. ● Santiago Calatrava’s Times Capsule sealed at American Museum of Natural History until Jan. 1, 3000. ● New logo is based on our Gothic **T**.



Times Capsule (2001)





James Reddcliffe/Our Times (2005)



Tony Cenicola/Times Talk (1999)

The 14th-floor reception area, known as the Chattanooga Room, was filled with mementos: medals, books by Times authors, 17th- and 18th-century maps and the globe used by Lt. Thomas Waghorn to trace the overland route from Britain to India.



Fred R. Conrad/The New York Times (2007)



Sam Falk/Times Talk (1949)

Top: Arthur Sulzberger Jr. in his office. Above: Julius Ochs Adler's pride in his long military career was evident in his office.



Neal Boenzi/Times Talk (1961)

Top: Nelson Shanks's portrait of Arthur Ochs Sulzberger pays tribute to his love of antique maps. Above: Neal Boenzi's photo of Orvil E. Dryfoos in his office was used as the basis of a formal portrait by Albert K. Murray.



Fred R. Conrad/The New York Times (2007)

Henry J. Raymond's desk in the Chattanooga Room.



The New York Times Company Archives (1946)

Above: Staircase at the south end of the Chattanooga Room, built in the 1980s, leads to the 15th-floor conference room. Right: A room in Arthur Hays Sulzberger's suite.

MORE TRIUMPHS, FURTHER TEMPESTS

2002

Seven Pulitzers: two to the photo staff for breaking coverage of 9/11 and feature coverage in Afghanistan and Pakistan, one for "A Nation Challenged," one for coverage of global terrorism. Gretchen Morgenson wins for

beat reporting, Barry Bearak for international reporting and Thomas Friedman for commentary. • Same-sex commitment ceremonies join wedding announcements. • Escapes section begins. • Times buys out The

Washington Post's stake in The International Herald Tribune. And it buys half of Discovery Civilization Channel, creating Discovery Times. • Daily costs \$1. • Stock trades at its highest price, \$53 a share, on June 20.



2003

Jayson Blair is found to have "committed frequent acts of journalistic fraud." Upended in the scandal, Howell Raines and Gerald Boyd resign. Joseph Lelyveld returns temporarily as executive editor until Bill Keller is

named. Keller appoints Jill Abramson and John M. Geddes managing editors. Daniel Okrent is first public editor. • Pulitzer to Clifford J. Levy for exposing abuses in homes for the mentally ill. • Michael Golden, a great-

grandson of Ochs and vice chairman of the company, becomes publisher of The International Herald Tribune. • Discovery Times Channel broadcasts from newsroom. • Cheltenham typeface (like this) is adopted for all headlines.



Golden (2003)

Escape hoods were issued in 2003 for "protection from nuclear, biological and chemical weapons."

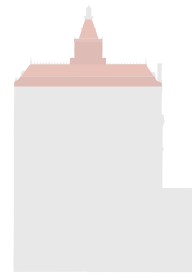




# Above a Luminous Aerie, the Building's Muscles and Lungs

*The 15th-floor conference room offered a magical Gershwin panorama of Manhattan, but it was surrounded by tanks, machinery, a transmitter and a very big flue.*

Though the elevators said 14 was the top floor, there were 107 feet of structure above that. Many of us knew the 15th floor from retirement parties, but few ever peeked into the copper-clad eaves. The other half of 15 held 30,000 gallons of water in four tanks. Elevator motors were on 16, and a microwave transmitting station was on 17. The 18th floor held more tanks and the flue.



Fred R. Conrad/The New York Times (2007)



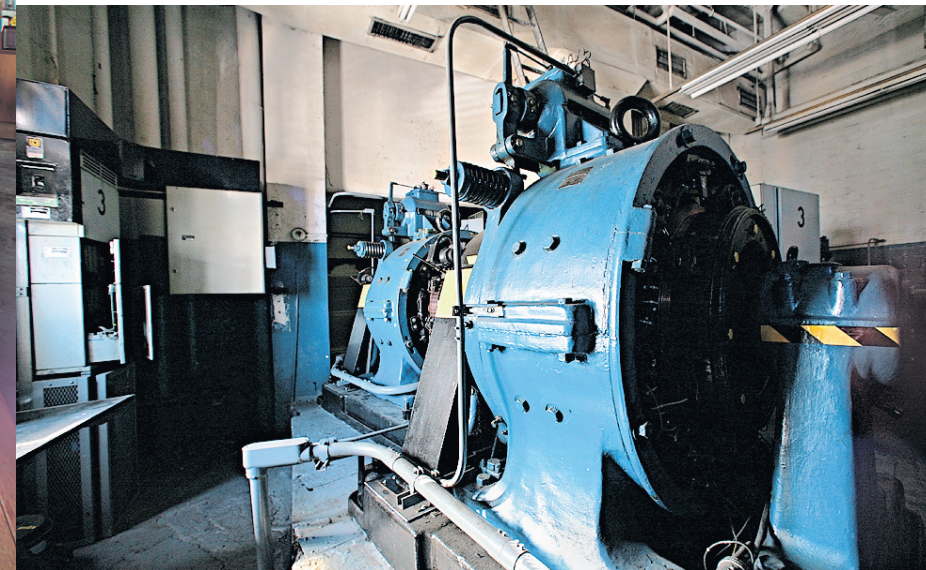
Fred R. Conrad/The New York Times (2007)



Times Talk (1959)



The New York Times Photo Archives



Fred R. Conrad/The New York Times (2007)

**Above left:** Flue from stereotype department. **Above:** Fires broke out in the flue because of carbon buildups. **Left:** Westinghouse motors hoisted the elevators, which sometimes stopped on every floor. ("Later that week, we reached the cafeteria ...")



**Left:** A 300-person group portrait could be taken in the 15th-floor photo studio. **Right:** It was remodeled in the 1980s as a conference room and event space.

## THE SHIFT IS ON: BOTH TO NYTIMES.COM AND TO 620 EIGHTH

2004

Tishman Speyer Properties buys 229 for \$175 million to renovate for office use, rather than a hotel or apartments. • Excavation begins for 620 Eighth. • David Barstow's and Lowell Bergman's exposé of employers who break safety

rules wins the first Pulitzer given jointly for print and a TV documentary. • Katharine Q. Seelye blogs the Democratic presidential debate. • New T style magazines on Sunday cover fashion, design, food and entertaining.

2005

Steel rises at 620 Eighth. • Janet Robinson succeeds Russ Lewis as president and chief executive. • Judith Miller goes to jail for 85 days for protecting source in the C.I.A. leak case. • Pulitzer to Walt Bogdanich for

coverage of deaths at railway crossings. • Digital operations merged into the newsroom under Jonathan Landman. • Thursday Styles and Play magazine begin. • About.com is acquired. • TimesSelect and Carpetbagger blog start.



2006

Bas-relief from doorway moves to 620. • Pulitzers to James Risen and Eric Lichtblau for exposing domestic eavesdropping, Joseph Kahn and Jim Yardley for their series on justice in China and Nicholas D. Kristof

for columns on Darfur. • NYTimes.com is redesigned. • Front-page podcasts. • Blogs include DealBook, Empire Zone and Diners Journal. • Andrew Rosenthal named editorial page editor. • Key magazine is launched.

2007

More than 35 million visitors come to NYTimes.com monthly. • Daily circulation is 1.1 million, Sunday is 1.64 million. Linage is 61.8 million, digital revenues \$275 million. • Andrea Elliott wins Pulitzer. • Tishman Speyer offers 229 for \$500 million.



Robinson (2005)

Renzo Piano's design for 620 Eighth Avenue.



