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‘What Harvard needs right now is . . . a couple of years of settling the dust.’

DAVID D’ALESSANDRO, *who helped lead a presidential search at Boston University*

## Not searching, Harvard sticks with interim leader for now

Garber expected to stay as a stabilizing force

By Mike Damiano and Hilary Burns  
GLOBE STAFF

Six months after scandal ended the tenure of former Harvard president Claudine Gay, the university still has not named a search committee to find her replacement.

That delay leaves Alan Garber, a health care economist who was formerly Harvard’s provost, running the school with no stated expiration date on his “interim” presidency, a dozen Harvard insiders said in interviews over the past two months.

Garber is widely expected to remain in the role for some time because he is viewed as having the right temperament to stabilize the school after the most tumultuous academic year in memory. Sticking with him would also save the Harvard Corporation — the insular board that governs the school — from rushing through a new presidential search at a time of heightened scrutiny and political tensions.

Garber is seen, according to many faculty members and people close to the administration, as a low-risk leader who steadied Harvard during his first semester in charge. He adopted a policy discouraging university leaders from taking public

HARVARD, Page A6

## Despite struggle, Tufts Medicine sees better future

Takes difficult steps while trying to keep quality care

### A rocky road

By Thomas Lee  
GLOBE STAFF

**2023** | Tufts Medicine narrowly avoids defaulting on an \$800.8 million agreement with bond holders.

**February** | Fitch Ratings downgrades Tufts’s credit rating because the agency believes Tufts is not improving its performance fast enough.

**May** | Tufts again reports financial losses.

Michael Dandorff wants to make something particularly clear: Tufts Medicine, the Massachusetts hospital chain he leads as CEO, is not Steward Health Care.

Yes, the two hospital chains both serve mostly poorer patients and have struggled with big financial losses in recent years. And given the severe shortage of hospital beds in Massachusetts, a problem heightened by concerns that Steward could close hospitals amid Chapter 11 bankruptcy proceedings, public and industry officials alike have been anxiously watching the health of other troubled hospital systems throughout the state.

That’s where the parallels end, Dandorff said.

Tufts, for one, is a nonprofit system that boasts a strong reputation for providing quality care. Its financial troubles, like many of its peers, mainly stem from struggling to generate enough cash from patient care to cover soaring labor costs and pay off debt.

And it has a plan in place, one that’s starting to show some progress, Dandorff said.

The organization recently

TUFTS, Page A6



DAVID L. RYAN/GLOBE STAFF

Tufts has 1,099 beds across three hospitals — its flagship Tufts Medical Center downtown (above), Lowell General Hospital, and MelroseWakefield Healthcare.

## Behind closed doors, still split on Biden

House and Senate Democrats come to no agreement

By Jim Puzzanghera, Lissandra Villa de Petrzelka, and Jackie Kucinich  
GLOBE STAFF

WASHINGTON — The weather already was sweltering as House Democrats arrived around 9 a.m. Tuesday at Democratic National Committee headquarters for their first meeting since President Biden’s debate.

debacle.

A swarm of reporters simmered on the side-

walk outside. An aide to Speaker Hakeem Jeffries distributed bottled water to some of them. Staffers waited with their bosses’ cellphones and cars. The temperature climbed into the upper 80s while House Democrats inside stewed over what to do after several had called for Biden to step aside as the party’s nominee, while others expressed concerns about his ability to defeat Donald Trump.

As they filtered out of the hour-long gathering, it became clear this influential bloc of

Democrats would not be turning up the heat publicly on Biden to drop out of the race. But they also weren’t ready to uniformly line up behind him.

“I think in the end, if the president is committed to making this run, every Democrat will be with him,” said Representative Stephen Lynch of Boston, who fully supports Biden, as he walked the couple of blocks back to the Capitol. “But they’re not with him right now.”

Biden tried to make it clear Monday in a letter to congressional Democrats that he did not

BIDEN, Page A5

## A BREAKTHROUGH FOR A BOY WITH HEART



PHOTOS BY SUZANNE KREITER/GLOBE STAFF

Jack Mangan, 4, was born with a heart defect, necessitating several surgeries. Now, a donor’s valve should grow with him.

First partial heart transplant in New England brings hope of a healthy future



Dr. Sitaram Emani (left), the cardiac surgeon who led the team that operated on Jack, spoke with Dr. Matan Setton, the pediatric cardiologist who has helped oversee the child’s care.

By Jonathan Saltzman  
GLOBE STAFF

Amy Mangan was hopping between pillows and sofa cushions with her two sons, pretending the living room floor of their New Jersey home was boiling lava, when she got a phone call telling her to drive to Boston right away.

For two months, she and her husband, Christopher, had nervously waited for a healthy heart valve to be donated to their 4-year-old son, Jack. The boy had a congenital heart defect, and by the time he was 10 months old had undergone five cardiac operations — including two while in his mother’s womb — but still faced serious potential heart problems.

On May 13, a doctor at Boston Children’s Hospital called to say the hospital had found a donor but shared no details. It turned out to be a young child who had suffered a deadly stroke and had no brain function. The donor had been on a ventilator, and the child’s grieving parents agreed to disconnect it within hours.

The Mangans hurriedly piled Jack and his 1-year-old brother, Declan, in their SUV and drove to Children’s, with Amy Mangan’s parents following in

OPERATION, Page A7

## Tour guides pay the price for horror show in Salem

City responds to noise by raising license cost

By Billy Baker  
GLOBE STAFF

SALEM — It’s a Monday night, and a tour guide named Dawn McGrath leads a dozen people down Essex Street on a historic walking tour. On the other side of the street, another tour is stopped, the eighth such group they’ve passed in 30 minutes. They’ll pass another dozen in the next hour.

McGrath steers her group into the courtyard of the First Church in Salem, and has them sit on the steps of the majestic stone building. It’s historically significant, she explains, but there’s also another reason she has led the group here.

“They are very welcoming to walking tours,” she says, “which is not always the case in Salem, as we might see later on this tour.”

Tourism has exploded in the Witch City, and an unease has settled in as elected officials try to balance the benefits of tourism with its

annoyances. The city, famed for the witch trials of 1692-93, has long seen a flood of visitors around Halloween. But then that became the entire month of October. Then it leaked into September.

Now, thanks to a post-COVID boom and a 2022 sequel to the Salem-set cult film “Hocus Pocus,” it has become a year-round tourist draw. That is partly by design, as the city seeks to spread out the impact by convincing visitors that the city is interesting the other 11 months of the year.

Managing the impact of all those visitors has become a hot-button issue in this North Shore city of 45,000 people, particularly the impact of the tour groups, which can clog sidewalks and disrupt daily life for residents. And it’s a problem that seems to get worse by the day.

In 2006, when the city passed the current guidelines for tour

SALEM, Page A7

## Migrants gone from Logan

A ban on newly arrived families and homeless people sleeping overnight at the airport went into effect on Tuesday, and the area in Terminal E they had been using for months was cordoned off. **B1.**

**Doctors and nurses at Ukraine’s largest children’s hospital raced to help critically ill children** who now must find care elsewhere after a Russian missile attack. **A3.**

**Come Aug. 1, the MBTA will debut its new payment system** allowing subway and bus riders to tap smart-phones or credit cards. **B1.**

**Donald Trump claims he presided over the “greatest economy in the history of our country.” It’s not true,** writes Larry Edelman. **B5.**

**Restaurants with water views don’t have to be tourist traps —** there are plenty of good ones that cater to the locals. **G1.**



Sticking to it

**Wednesday:** Hot, T-storms. High 87-92. Low 73-78.

**Thursday:** Keep it coming. High 85-90. Low 72-77.

Sunrise: 5:17 Sunset: 8:22

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