



Dr. Harry R. Jacobson, MD, Chairman of the Board

Dr. Jacobson is the Vice-Chancellor for Health Affairs at Vanderbilt University, a position he has held since 1997. He functions as the Chief Executive Officer of Vanderbilt Medical Center, which includes the Schools of Medicine and Nursing, four hospitals, and a large faculty physician practice. These collectively have revenues of approximately \$2 billion annually.

As a senior medical administrator Dr. Jacobson's interests are focused on health care improvement through the optimal application of information and information technology. Reducing practice variability to improve quality, reduce errors, and control unnecessary costs are priority goals at the Vanderbilt Medical Center.

Dr. Jacobson received his M.D. degree from the University of Illinois in 1972, completed an internal medicine residency at Johns Hopkins Hospital, and specialty training in Nephrology at the University of Texas Health Science Center in Dallas. He is Board-certified in both Internal Medicine and Nephrology. In 1978, after two years of active duty in the U. S. Army as Chief of Nephrology at the U.S. Army Surgical Research Center at Brooke Army Medical Center, he joined the faculty at the University of Texas Southwestern Medical School in Dallas, Texas. He joined the Vanderbilt Medical School faculty in 1981 as Professor of Medicine and Director of the Division of Nephrology and in 1997, became Vice Chancellor for Health Affairs. Dr. Jacobson is a recognized authority in nephrology. He has published more than 100 research articles, reviews, and book chapters and co-edited the book, *The Principles and Practice of Nephrology*, now in its second edition.

He has been active in helping to co-found various private health care companies, including Renal Care Group (NYSE:RCI), one of the largest operators of dialysis clinics in the United States. Renal Care Group recently sold to Fresenius Medical Holdings, Inc. for \$3.5 billion.

Dr. Jacobson is a member of numerous professional organizations including the American Society of Clinical Investigation, the Association of American Physicians, and the Society of Medical Administrators. He currently chairs the National Committee on Foreign Medical Education and Accreditation and is on the Board of Directors of the Association of Academic Health Centers. He was recently elected to the prestigious Institute of Medicine.

Dr. Jacobson participates on the Board of Directors of the Nashville Health Care Council and the Middle Tennessee Council of the Boy Scouts of America. He has been involved in many successful healthcare companies, including Kinetic Concepts Inc. Currently, Dr. Jacobson sits on the Boards of Kinetic Concepts, Renal Care Group, and Ingram Industries.