

management²⁷. OTA's only substantive difference with the NRC report centered on the notion of a "lead agency." OTA warned that if a lead agency meant control of all funding, then picking one would invite internecine warfare between NIH and DOE, the most likely result of which would be death of the project. OTA did not offer specific recommendations, but in congressional testimony, it clearly favored a truly collaborative effort worked out between the two agencies, with a congressionally mandated task force as the backup option if the agencies failed to produce an acceptable agreement²⁸.

The genome project rose like the Phoenix from the ashes of Cold Spring Harbor. A vigorous two-year debate culminated in a pair of reports that smiled on, indeed pointed out the inevitability of, systematic gene mapping on the scale of the entire human genome. The next step was to translate the scientific strategy into a funded set of coordinated programs.

Establishment of Government Programs with Process Goals

The first move toward a genome bureaucracy came in the fiscal year 1987 DOE budget. DeLisi set aside \$5.5 million of discretionary funds already appropriated, reprogramming them for his newly conceived genome research program. The first congressional action came with the fiscal year 1988 budgets, during hearings in the Spring and summer of 1987. DeLisi cleared a several-year program of genome research funding through the Department and then with the White House Office of Management and Budget. This was incorporated into the President's budget, and duly appropriated, with earmarked spending authority beginning in October 1987. On the NIH side, no request for genome research funding went into the President's budget request, but in response to questions from the House Appropriations subcommittee, Wyngaarden indicated that NIH could use \$30 million for gene mapping if Congress chose to appropriate \$500 million or more in excess of the Presidential request. Nobel laureates James D. Watson and David Baltimore met with Members and staff from both House and Senate Appropriations Committees in May 1987, primarily to seek additional funding for AIDS research, but Watson also asked for \$30 million in genome research funds. The House duly earmarked \$30 million,

Origins of the Human Genome Project

by Robert Cook-Deegan for a Franklin Pierce Law Center Conference, July 1993