

I've had the pleasure of working with Mark Norman and can confidently say that he is one of the most well-rounded medicinal chemists I've encountered. His experience spans multiple disease indications, giving him a rare ability to approach challenges with a broad perspective. Mark has a natural instinct for analyzing data—he doesn't just look at numbers; he interprets them in a way that leads to smart, strategic decisions. He's especially skilled at identifying overlooked opportunities, often connecting dots others might miss.

One of the things that sets Mark apart is his ability to pull ideas from across the scientific literature. He digs into publications, finds creative solutions, and applying them in ways that make a tangible impact. I've seen him bring insights from seemingly unrelated fields into medicinal chemistry discussions, sparking ideas that lead to real progress.

Mark is also a great collaborator—he's thoughtful in discussions, receptive to feedback, and always willing to share his knowledge. If there's one area where he continues to grow, it's in balancing deep exploration with fast decision-making. His curiosity is a huge asset, but in high-pressure situations, knowing when to stop searching and move forward is a skill that will make him even stronger.

Overall, Mark is an exceptional scientist and a critical thinker who will bring both expertise and creativity to any team. I highly recommend him.

**Miles Kubota**

**Principal Scientist**

**Latigo Biotherapeutic, Inc.**

