



INSTRUCTOR

Bruce A. Bates
Bruce Bates and Associates
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During his 25-plus-year career, Bates has accumulated a unique and valuable blend of banking and general business experience. He began his career in banking, focusing primarily on resolving troubled commercial loans. In 1994, he set a new course to a commercial real estate brokerage, where he worked in senior management. His duties there included budgeting, financial performance, human resources, and process improvement. In 2001, Bates returned to banking as a senior vice president of Loan Operations at a start-up bank. In 2007, he formed his own consulting practice, Bruce Bates and Associates. Bates holds a BS from the University of Utah and an MBA from Brigham Young University, with an emphasis in finance.