

January 31, 2026

Dear University of Texas at Austin Graduate Admissions Committee,

I'm pleased to write this letter in support of Kha Do's application to your graduate program. Kha has worked under my direct supervision at Bank of America, and I can speak confidently to both his technical abilities and his capacity for the kind of rigorous, independent thinking that graduate study demands. In my role as Vice President and Senior Delivery Lead, I manage the delivery of several enterprise platforms, including our GenAI Observability Platform, GenAI Inferencing Framework, cross-platform data quality, data catalog, and various streaming systems. I also hold two U.S. patents in distributed architecture (US12455780B2 for data reconciliation and US12261755B1 for streaming fault tolerance), and I've spent over 15 years building software and big data systems at companies like Apple, Visa, and Xandr. I mention this background only to say that I've worked with a lot of engineers over the years, and Kha stands out, not just for what he can build, but for how he thinks.

When Kha joined, one of the first challenges he tackled was our notification infrastructure, a system that had grown fragmented and difficult to maintain over time. Rather than applying a quick fix, he stepped back and thought through the whole problem. He gathered requirements from stakeholders, designed new interfaces, and built a centralized framework that teams could actually use without constant hand-holding. He even redesigned our email templates, which sounds small but made a real difference in how users engaged with the system. The end result was something genuinely maintainable, which anyone who's inherited legacy code will tell you is harder than it sounds. What struck me was his approach: methodical, curious about root causes, and unwilling to settle for surface-level solutions.

He also led a data integration effort that I'll admit I was initially skeptical could be done cleanly. We needed to consolidate organizational data scattered across multiple systems, linking application identifiers to team ownership while sorting out conflicting records from different sources. It's the kind of project where things usually get messy. Kha designed the data mapping, figured out how to resolve conflicts systematically, and optimized the migration to handle years of historical records. He then coordinated moving our automated jobs to the enterprise scheduler across all our environments. The project shipped without major issues, and our reporting has been noticeably more reliable since. This work required exactly the kind of structured problem-solving and attention to complexity that I'd expect to see in graduate-level research.

One thing that impressed me early on was that Kha noticed gaps in our test coverage and didn't wait to be asked to address them. He wrote over 400 unit tests, set up automated testing in our CI/CD pipelines, and implemented an in-memory database solution for SQL testing that the rest of the team has since adopted. More than the technical work, though, he shifted how the team thinks about testing, getting people to take ownership of test coverage in a way that's stuck. This ability to identify a gap, design a solution, and then bring others along speaks to a maturity that will serve him well in a collaborative academic environment.

When we needed to upgrade from Python 3.7 to 3.10, a migration that can easily turn into a weeks-long headache of dependency conflicts, Kha completed it in about a week while keeping everything stable. He's also been quietly chipping away at technical debt across the codebase: fixing database

inconsistencies and improving our deployment processes. He has created multiple training videos to help other teams get up to speed on our tools. I've noticed he spends time outside of work learning about domain-driven design and clean architecture, which shows in how he approaches problems. This self-directed learning habit tells me he's ready for the independence that graduate study requires.

Kha is one of those engineers who makes the people around him better. He's technically sharp, but what I appreciate most is that he cares about doing things right, not just getting them done. His recognition as a role model at our all-hands surprised no one, it simply made official what the team had felt for a while. I believe he has the intellectual curiosity, discipline, and collaborative spirit to thrive at UT Austin. I recommend him for your program without hesitation.

Sincerely,



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