

WELCOME to the University of Houston Hines College of Architecture & Design STRATEGIC PLAN FRAMEWORK OPEN HOUSE

Thursday, September 15, 2022, 5-6pm

PURPOSE OF TODAY'S OPEN HOUSE

- **LEARN** about why the Hines College is undertaking this strategic planning effort, how the process will unfold over the course of this academic year, and what the desired end results are.
- **CHAT WITH WORKING GROUPS MEMBERS** to learn more about the elements of strategic planning and hear about what has happened to date.
- **SHARE** your input and thoughts on key topics that will inform the framework. Questions are welcome, too!

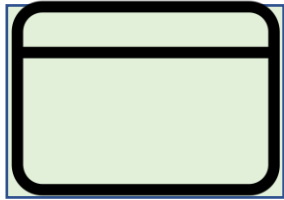


Need more space to share your thoughts? Drop us a line by using this QR code. Thanks for coming!



HOW TO PARTICIPATE IN THE OPEN HOUSE

- **SIGN IN** and **FILL OUT A NAMETAG**.
- Work your way around to each of the **INFO STATIONS** set up around the room. Visit them in order to better understand the process and help us better understand what issues and questions you may have.
- **ENGAGE & RESPOND** to the strategic exercises designed to assess the Hines College and look towards our future. *Please be sure to leave your comments on the post-it notes provided (use multiple post-it notes if needed.)*
- **SPEAK WITH FACULTY & STUDENTS** from the Working Group who will be participating in the Open House – ask them questions you may have about the Strategic Planning Process.
- **HELP YOURSELF** to refreshments and snacks available in the Open House! **Prizes will be raffled off** throughout the event!



COMMENT/
QUESTION



THANKS FOR BEING A PART OF THIS DISCUSSION!

1.2 ALL COLLEGE OPEN HOUSE OVERVIEW

CONTENTS OF THIS OPEN HOUSE

- 1.1 Welcome: Purpose of the Open House & How To Participate
- 1.2 All College Open House Overview: Contents of This Open House
- 2.1 Strategic Plan Overview: Why Strategic Planning? What About the Charrette?
- 2.2 Strategic Plan Overview: Strategic Planning 101
- 2.3 Strategic Plan Overview: Strategic Planning Process Diagram
- 2.4 Strategic Plan Overview: Process Elements & Outcomes
- 2.5a-b What Has Happened So Far? Studio of the Future: the Charrette Overview & Findings
- 2.6 What Has Happened So Far? Working Group Formation
- 2.7 What Has Happened So Far? Faculty Advance Overview
- 3 Hines College Faculty Advance Report
- 3.1 Faculty Advance Graphics: What Does Success Look Like?
- 3.2 Faculty Advance Graphics: We Believe Statements
- 4 What Do You Think? Overview & How to Participate

4.1 What Do You Think? SWO Exercise

COMMENT/
QUESTION



4.1 **WHAT DO YOU THINK? SWO EXERCISE**

SWO Exercises assess our current state by breaking it down into strengths, weaknesses, and opportunities. Think about the College from **BIG!** Do you have observations about: Specific classes? Degree program? Facilities? Access to Faculty or Administrators? Systems or Processes? Our Culture? What does the College make simple and easy to do? What is harder than it should be? Share, please! Use the provided pens and post-it notes with **green** for **STRENGTHS**, **red** for **WEAKNESSES**, and **blue** for **OPPORTUNITIES** on **YELLOW** and put them up on this board.

STRENGTHS: What do we do really well? Where do we shine? PLACE YOUR POST-IT NOTES WITH COMMENTS HERE

WEAKNESSES: What don't we do well? Where do we need to improve? PLACE YOUR POST-IT NOTES WITH COMMENTS HERE

OPPORTUNITIES: What are the opportunities for improvement? PLACE YOUR POST-IT NOTES WITH COMMENTS HERE

HERE ARE NO ANSWERS!

4.2 What Do You Think? Drivers of Change/Trends

COMMENT/
QUESTION



4.2 **WHAT DO YOU THINK? DRIVERS OF CHANGE/TRENDS**

The College's Strategic Plan will exist within the greater context of what is going on in our world, in our fields of study, and in our industry. What changes and trends are you noticing in your own life and in the world around you that will impact the College and how the College prepares students for life and work beyond? Think broadly and expansively as you consider these questions.

What are the most compelling driving changes in our society – locally, nationally, and globally – that will impact architecture and design? PLACE YOUR POST-IT NOTES WITH COMMENTS HERE

Given these changes, how will the practice of architecture and design be different in the future? PLACE YOUR POST-IT NOTES WITH COMMENTS HERE

How should the changing future impact your course of study? What should be emphasized? What should be de-emphasized? PLACE YOUR POST-IT NOTES WITH COMMENTS HERE

ROOM OUT! THINK BIG!

4.3a-b What Do You Think? Emerging College Strategic Topic Areas

COMMENT/
QUESTION



4.3a **WHAT DO YOU THINK? EMERGING COLLEGE STRATEGIC PLAN TOPIC AREAS**

Priority Topics Areas will make up one element of the College's Strategic Plan Framework. These Topics Areas will yield strategies, metrics, and roadmaps – actionable steps to advance the purpose and vision articulated by the Framework. These possible Topics Areas come directly out of the assessments of Studio of the Future: The Charrette from Spring '22 and from the recent Strategic Planning Faculty Advance, with on-going input of the Directors of Architecture, Industrial Design, and Interior Architecture. Topic Areas will be decided and finalized with the Working Group – this is not a definitive list.

What ideas do these Topics Areas spark for you?

PEDAGOGY: How should technology be used in your classroom? How should we use digital and hybrid learning? What radical approaches can we take to design education? PLACE YOUR POST-IT NOTES WITH COMMENTS HERE

CURRICULA: What skills or topics should we teach more of? How would you like to see an approach design specialization and cross-disciplinary study? PLACE YOUR POST-IT NOTES WITH COMMENTS HERE

INFRASTRUCTURE: What should the organizational structure of the College – academically and administratively – look like? What resources are needed for support? PLACE YOUR POST-IT NOTES WITH COMMENTS HERE

FACILITIES: How can we increase flexibility and utilize our buildings better? What should a first floor be made of? How can we use space? Technologically, how can we go from eating our facilities up to pushing them down? PLACE YOUR POST-IT NOTES WITH COMMENTS HERE

SUSTAINABILITY: How should we be teaching about sustainability? What forms of sustainability should we consider (e.g. net-zero)? How can we cultivate more sustainable habits as a college? PLACE YOUR POST-IT NOTES WITH COMMENTS HERE

WHAT ABOUT THE CHARIOT? THINK BIG!

5.1 Thank You & Next Steps

5.2 Other Comments

2.1 STRATEGIC PLAN OVERVIEW

WHY STRATEGIC PLANNING?

Strategic Planning is an opportunity for organizations to come together to **align priorities and resources** for a specific period of time in order to **establish a set of goals**. A strategic plan's development and eventual implementation is no small or individual task. It requires commitment, contributions, and a visionary mindset from all organizational stakeholders. The Hines College's most recent strategic plan covered 2016-2021.

The Strategic Planning Process will **assess where we've been, where we are, and where we aspire to be**. We start with the foundation of our ethos and vision – who we are, why we do what we do, and what our impact will be – and then build out specific goals and a roadmap of strategies to lead us to those goals and aspirations.

Through our process, we will construct a **Strategic Plan Framework** for the Hines College: a high-impact tool to help guide priority-setting, decision-making, and critical resource allocation that will be our North Star as we move into the future.

WHAT ABOUT THE CHARRETTE?

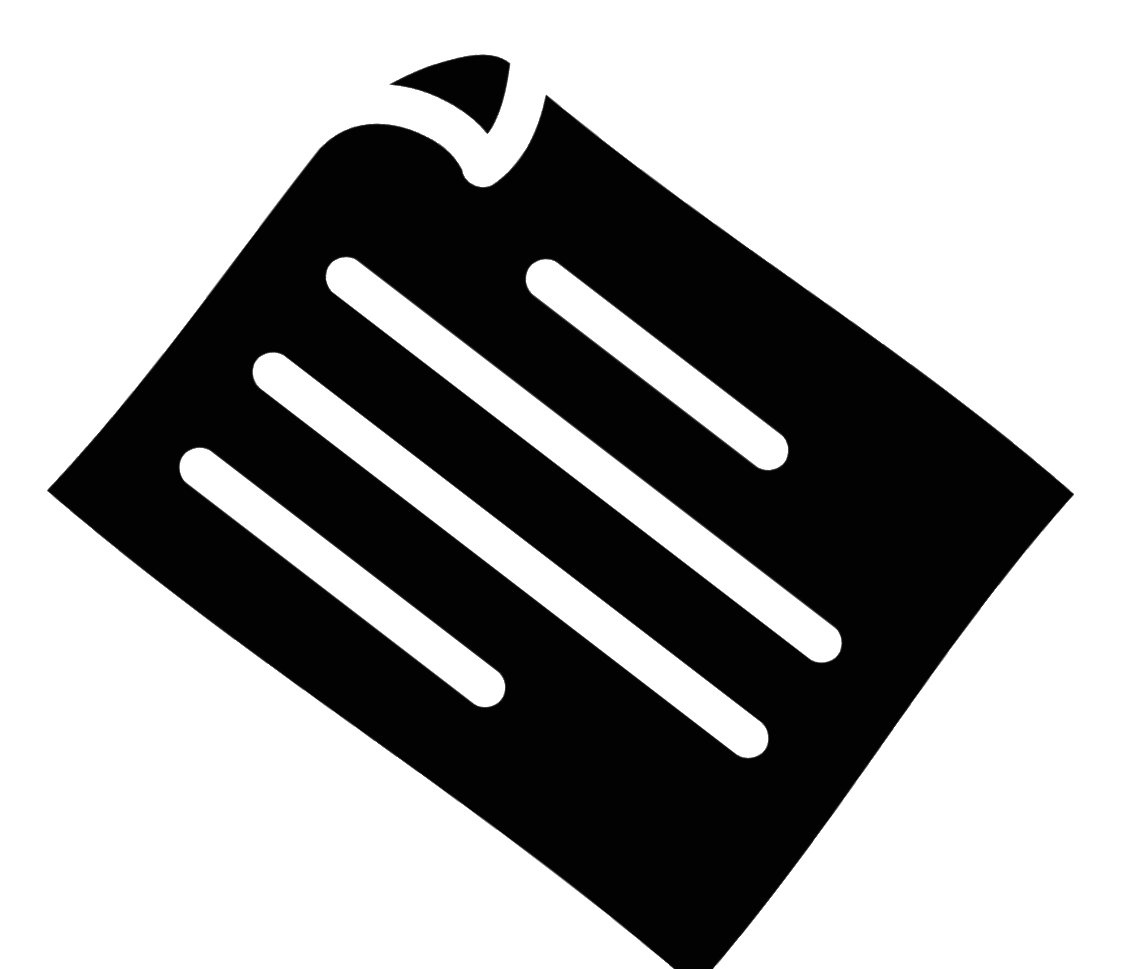
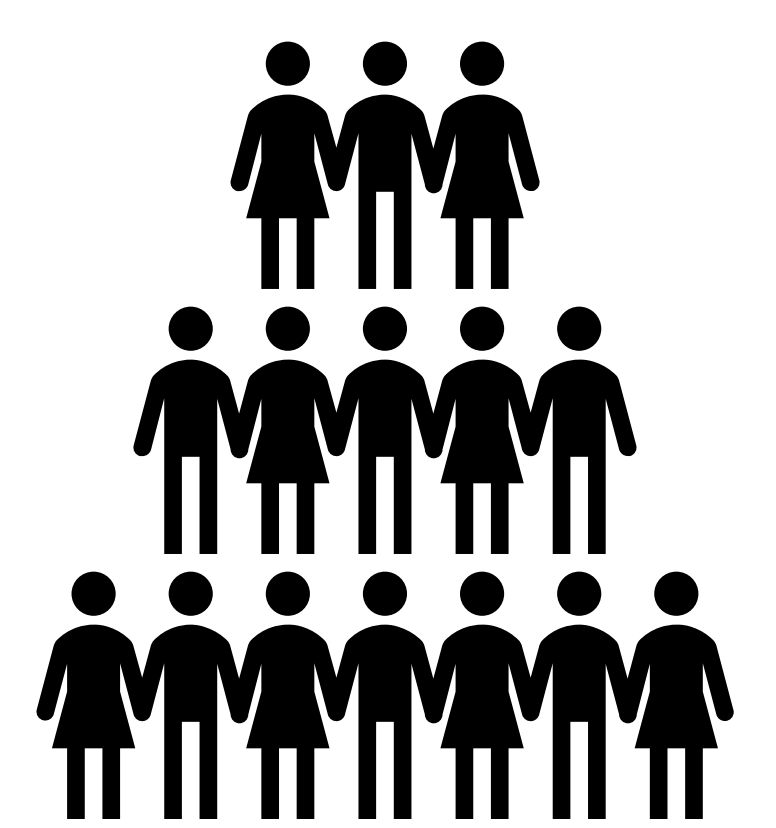
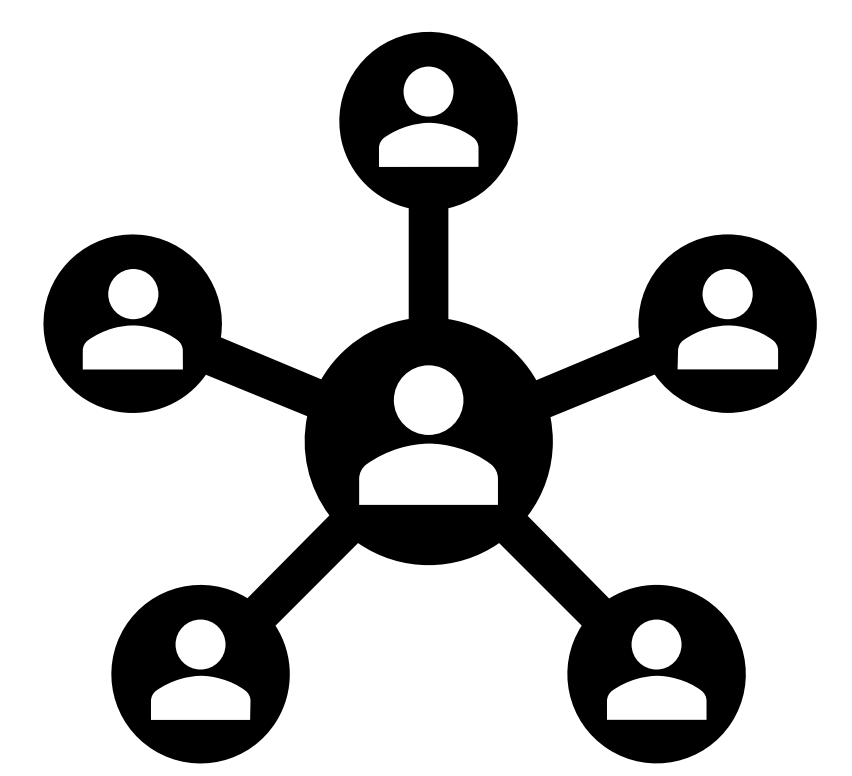
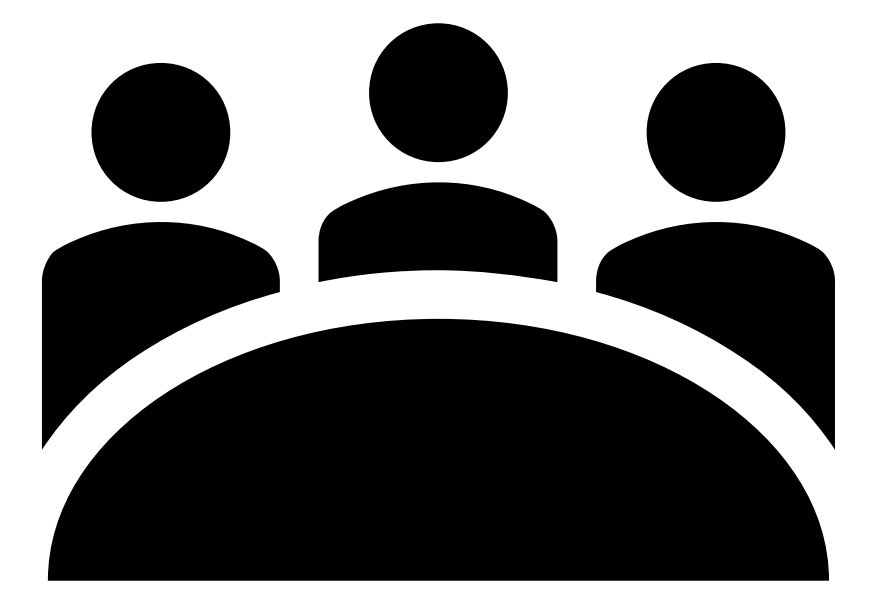
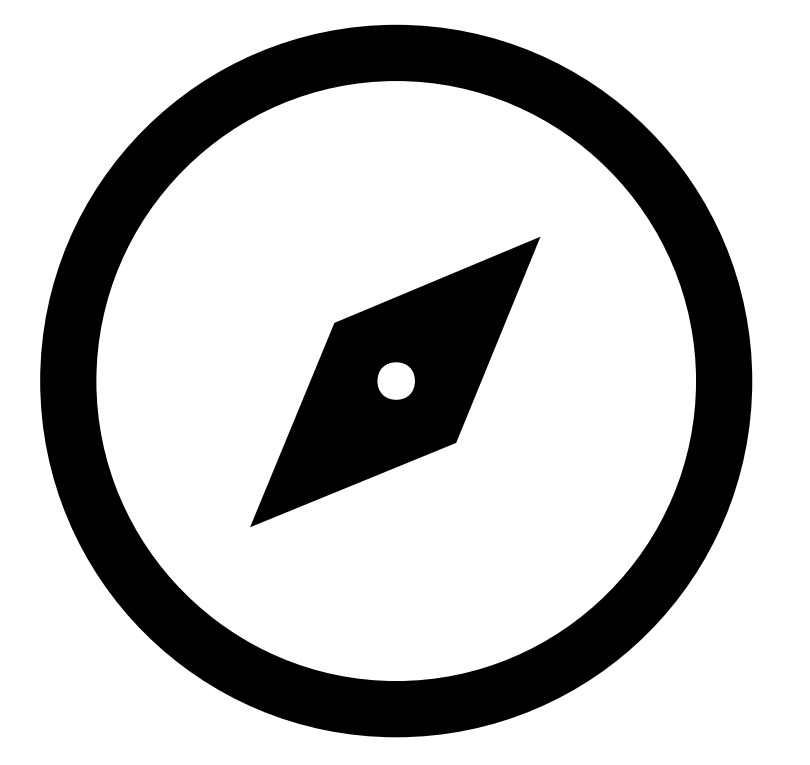
Hines College faculty and staff participated in **Studio of the Future: The Charrette** at the beginning of the Spring '22 semester. The work of the charrette was designed **to begin strategic conversations and to feed into the Strategic Planning process**. The charrette has accelerated our assessment and discovery phase, which also includes the Faculty Advance and this Open House.

The questions that underpinned the charrette and the substantive observations and recommendations that resulted from it will be incorporated throughout Strategic Planning. In this Open House, you will see an **overview of the charrette at station 2.5** and many themes reflected in the Topic Area section, station 4.3.

2.4 STRATEGIC PLAN OVERVIEW

PROCESS ELEMENTS & OUTCOMES

- The **LEADERSHIP TEAM** provides overall guidance to the strategic plan framework development process, setting priorities and overseeing the final product.
- The **WORKING GROUP** is made up of Hines College design directors, coordinators, faculty, students, and alumni. They will provide greater insight into the vision, purpose, beliefs, and goal elements of the framework and will break out into Topic Teams.
- **TOPIC TEAMS**, small groups within the Working Group, will provide insight into the Hines College's most pressing issues, including strategies and measures of success.
- The **FACULTY** participated in an Advance (Retreat) to assess the Hines College's current position and to look forward toward potential strategic directions. The faculty will receive regular updates throughout the process.
- Three **ALL COLLEGE OPEN HOUSES** will be held to share our process and the emerging framework and to gain valuable insights from the wider Hines College community.
- Our process will result in a **STRATEGIC PLAN FRAMEWORK**, a high-level roadmap that will inform priority-setting, decision-making, and critical resource allocation.



2.5a

WHAT HAS HAPPENED SO FAR?

STUDIO OF THE FUTURE: THE CHARRETTE

The Hines College came together in **January 2022** for this charrette. The charrette was designed to prepare for and contribute to Strategic Planning. The following outline provides an overview and the **full report** summarizing findings can be seen in **section 2.5b**.

Programs & Curriculums

- 1.1 Redesign the Curriculum for the Tools of the Future
- 1.2 Programs of the Future
- 1.3 Radical Pedagogies
- 1.4 Structure and Schedule

Studio and Classroom Space

- 2.1 Learning Strategies
- 2.2 The Furnished Studio
- 2.3 The Digital-Smart Studio
- 2.4 The Culture of the Studio

- 3.1 Studio Reviews and Exhibitions
- 3.2 The Atrium as Public Space
- 3.3 The Design School and its Physical Surroundings
- 3.4 Connecting Communities

Sustainability & Technology

- 4.0 Human and Environmental Ecology Foundation
- 4.1 Ecology in the Curriculum
- 4.2 Technology Integration
- 4.3 Design-Build
- 4.4 Net Zero: Waste, Energy, Water, Etc.
- 4.5 Facilities

2.6

WHAT HAS HAPPENED SO FAR?

WORKING GROUP FORMATION

- A **Working Group** has been assembled with representation across constituencies of the Hines College of Architecture and Design community, including **directors, coordinators, faculty, staff, students, and alumni.**
- **Working Group Meeting 1** is today, **September 15** following the All College Open House.

- **Working Group Members:**

Rafael Beneytez-Duran, Dir. Undergraduate Architecture

Gail Borden, Dir. Graduate Studies

Jeff Feng, Co-Dir. Industrial Design

Mark Kimbrough, Co-Dir. Industrial Design

Sheryl Tucker de Vazquez, Interim Dir. Interior Architecture

Tom Diehl, UG Architecture Technology Co-coord.

Matt Johnson, Graduate Module III Coord.

Michael Kubo, Coord. History and Theory of Architecture and Design

Andrew Kudless, Coord. Design Media

Jason Logan, Coord. UG Architecture Foundation

Patrick Peters, Coord. UG Integrated Architectural Solutions, Coord. Graduate Design Build

Min Kang, Ast. Professor Industrial Design

Mili Kyropoulou, Ast. Professor Architecture

Ophelia Mantz, Ast. Professor Interior Architecture

Ross Wienert, Adj. Faculty Architecture

Avani Dave, Dir. Business Operations

Stephen Schad, Exec. Dir. Communications

Kadmiel Konan, STUCO, ID

Mary Garcia Aguilera, AIAS Houston

Aya Daouk, UHNOMAS

Christopher Torres, UHNOMAS

Amber Quinn, Alpha Rho Chi (APX)

Ashton Ezell, FWIA

Marina Latto, SIDSA

Estelle Lee, Makers and Doers Club

Regyna Palacios, IASA

Michala Daniels, UG IA

Raymond Fernandez, UG ARCH

Tamyria Levy, UG ARCH

Umaymah Sigbathulla, GR ARCH

Eric Hudson ('83)

Andrew Gressett ('16)

Ledia Osmani Valdez ('08)

Margaret Wallace Brown ('22)

Jennifer Murray ('06)

2.7

WHAT HAS HAPPENED SO FAR?

FACULTY ADVANCE OVERVIEW



- The **Strategic Planning Faculty Advance (Retreat)** took place **August 15-16, 2022**.
- In addition to **reviewing the Strategic Planning Process**, we engaged in **strategic exercises** designed to scan the position of the Hines College today, look at industry drivers of change, map our cultural DNA, and identify emerging Strategic Priority Topic Areas.
- **Attendees:**

Rafael Beneytez-Duran	Matt Johnson	Elham Morshedzadeh
Secil Binboga	Donna Kacmar	Dalia Munenzon
Gail Peter Borden	Min Kang	Peter Noldt
Robert Burrow	Mark Kimbrough	Patricia B. Oliver
George Chow	Michael Kubo	Asmaa Olwi
Curtis Davis	Andrew Kudless	Patrick Peters
Tom Diehl	Mili Kyropoulou	Trang Phan
Jeff Feng	Katie LaRose	Roya Plauché
Sofia Fonseca	Seo Hee Lee	Bruce Race
Dietmar Froehlich	Leyuan Li	José Roldan
Michael Gonzales	Jason Logan	Rives Taylor
Jesse Hager	Rafael Longoria	James Thomas
Dijana Handanovic	Shawn Lutz	Sheryl Tucker de Vazquez
Daniel Jacobs	Ophelia Mantz	Adam Wells
Meg Jackson	Aaron McEuen	Lisa Pope Westerman
Zain Jamjoom	Mario Medina Vilela	Ross Wienert

HINES COLLEGE FACULTY ADVANCE REPORT



AGENDA

DAY ONE

- Welcome & Introductions
- Overview of Strategic Planning
- Setting the Context: Environmental Scan
- Setting the Context: Strategic Foresight
- Emerging Vision Elements
- Conclusions/Wrap Up

DAY TWO

- Welcome & Introductions
- Understanding the Hines College: Mapping Our Cultural DNA/Values & We Believe Statements
- Setting the Direction: Topic Areas
- Advance Conclusions & Next Steps

GRAPHICS

The contents of the Advance were captured through graphic notation by our facilitator, Jim Oswald. Two full scale graphics (3.1 What Does Success Look Like? & 3.2 We Believe Statements) are shown on the following boards with annotations.

A full graphics summary of the Advance will be shared on the Strategic Planning section of the Hines College's website.



4 WHAT DO YOU THINK?

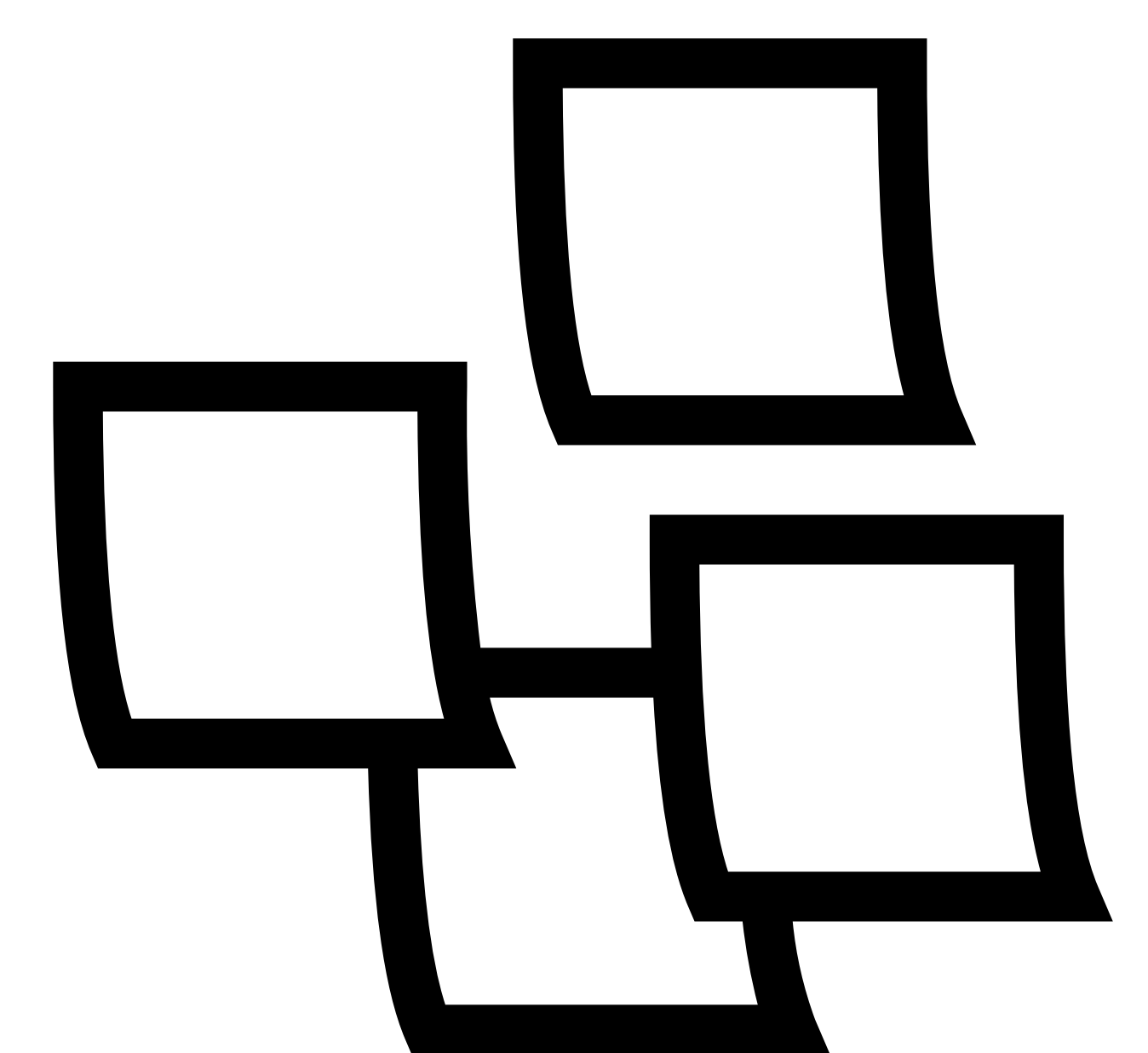
YOUR PARTICIPATION IS KEY TO OUR SUCCESS

No discussion about the future of the Hines College could be complete without including our students and community. You are an essential part of this conversation about who we are and who we want to become! **We need to hear from you about the most critical issues facing the Hines College.**

These participation exercises are designed to help assess where we've been, where we are, and where we aspire to be, taking our changing world into account. Today, we are gathering information through a **SWO Exercise, Drivers of Change/Trends, and Emerging Topic Areas.**

HOW TO PARTICIPATE

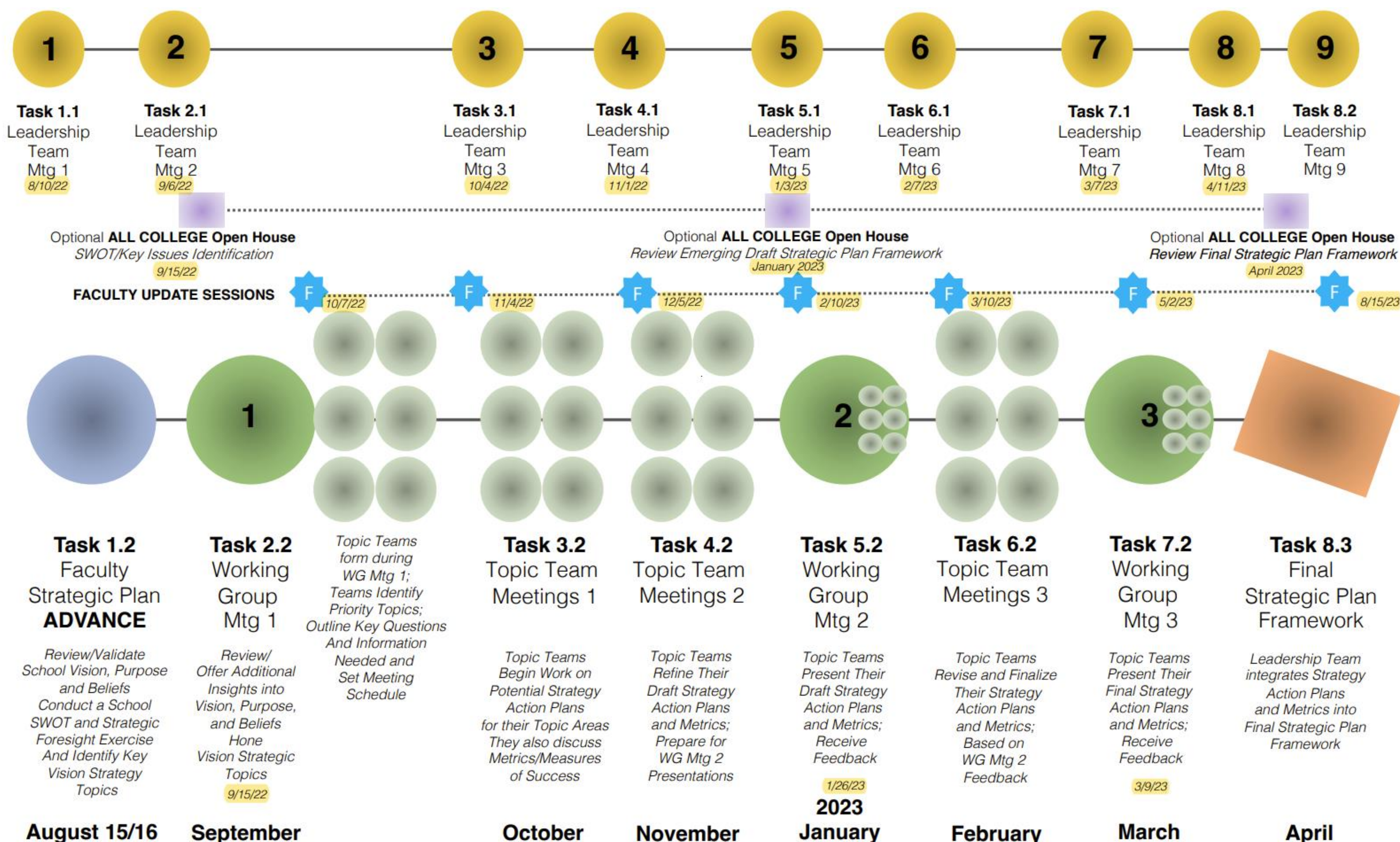
- Use the **provided post-it notes and pens.** Please write your thoughts as largely and legibly as you can!
- **There are no bad ideas here!** Zoom out on these issues – think aspirationally, systemically, and strategically. Each thought can have its own post-it.
- **Have questions about an exercise? Ask!** Working Group Members and our Strategic Planning Facilitators can tell you more.



5.1

THANK YOU & NEXT STEPS

- **THANK YOU FOR SPENDING THE TIME YOU HAVE WITH US TODAY!** Your insights and involvement are hugely important to this process.
- **FEEDBACK** from today's Open House will be summarized and provided to the Leadership Team and Working Group. **All reports from our process will be posted on the Strategic Planning website.** (uh.edu/architecture/strategic-planning)
- We hope you will join us for the **second ALL COLLEGE OPEN HOUSE in January 2023**. Between now and the next Open House, the Leadership Team and Working Groups will begin the iterative process of shaping the College's Strategic Planning Framework.



5.2

OTHER COMMENTS?

OTHER COMMENTS

Write down any additional comments or questions you may have about the Hines College Strategic Plan preparation process. Please use the yellow post-it notes.



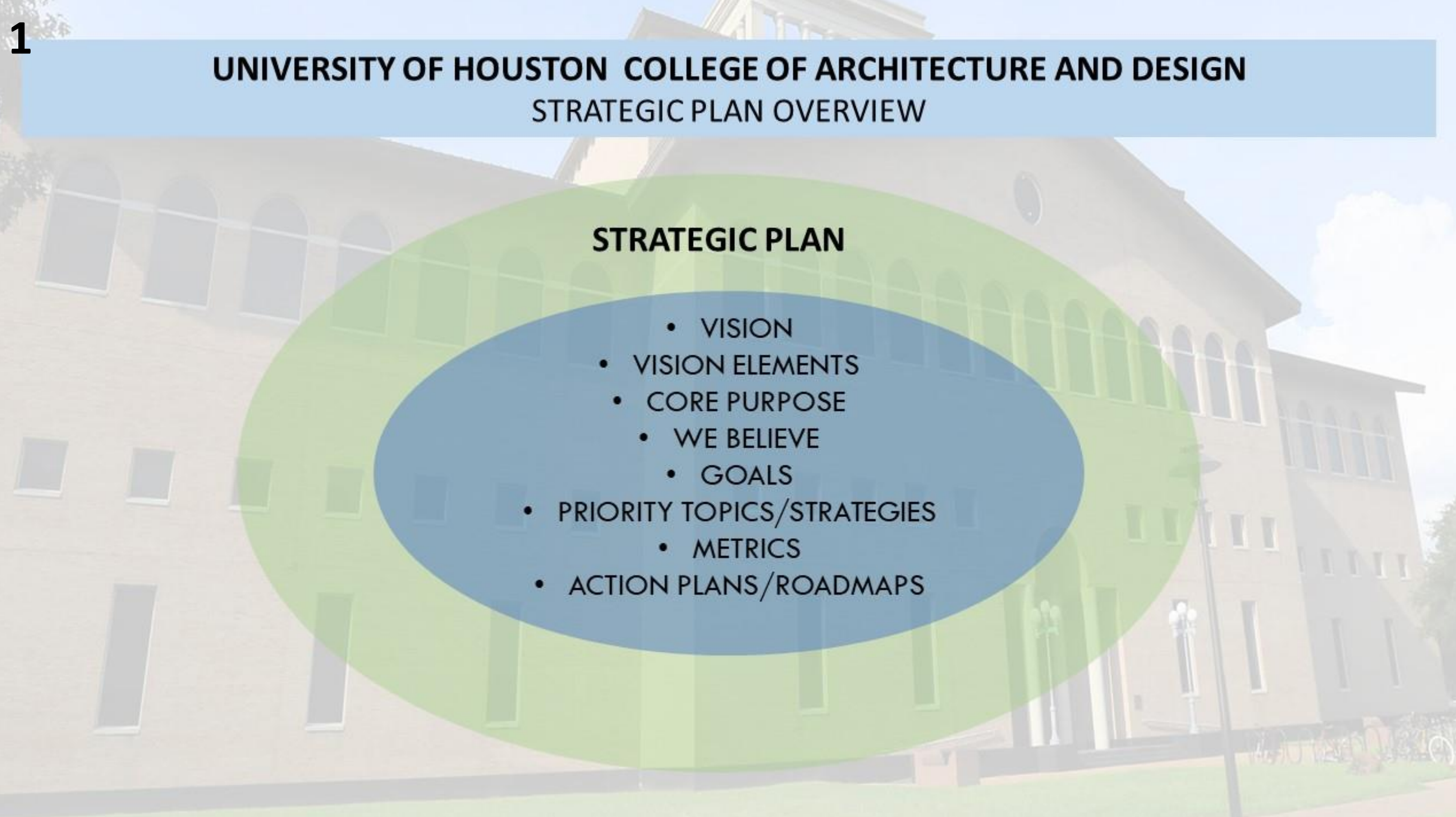
Need more space to share your thoughts? Drop us a line by using this QR code.



2.2

STRATEGIC PLAN OVERVIEW

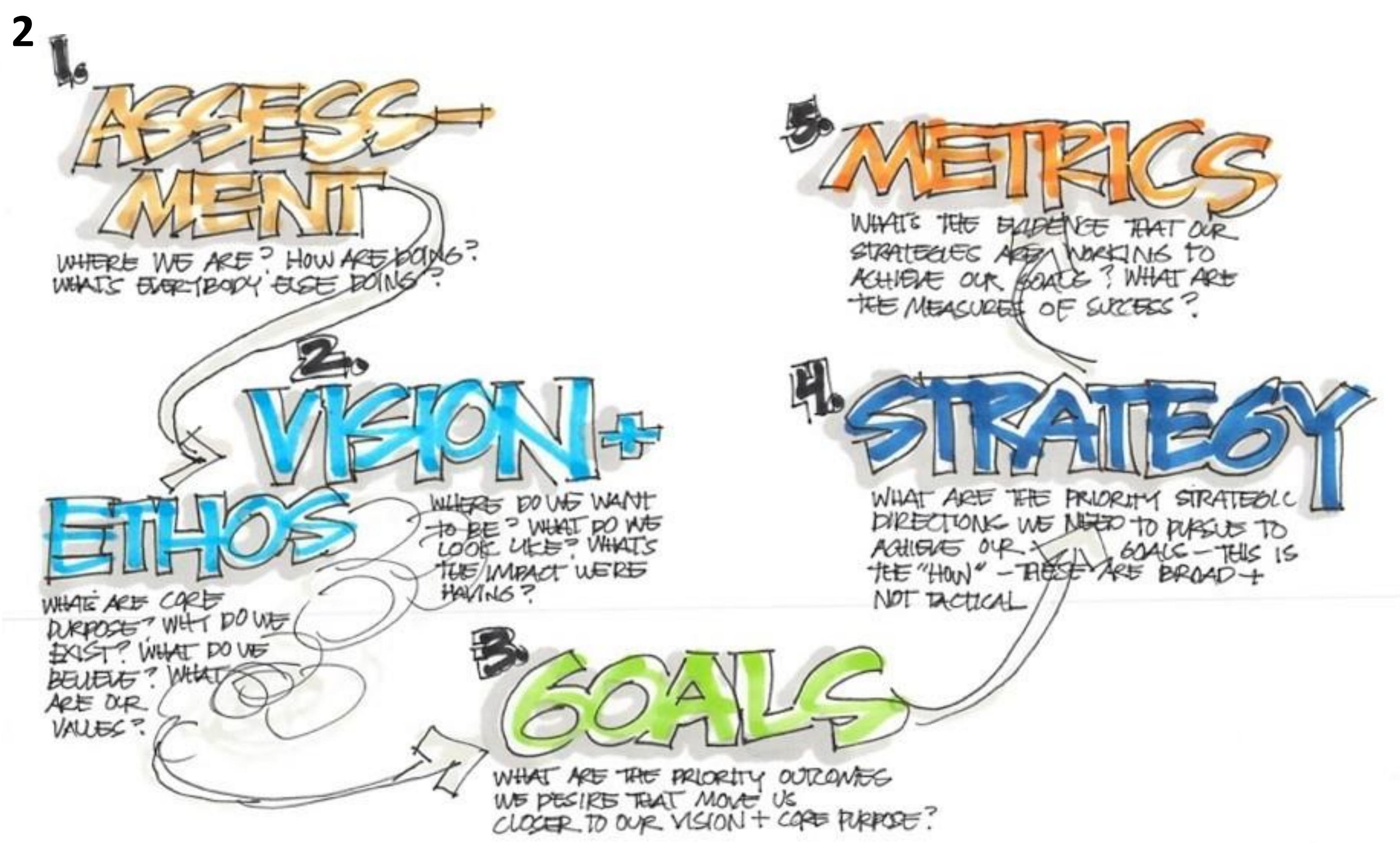
STRATEGIC PLANNING 101



1 Over the course of this academic year, we will engage in an open, iterative process to create a Strategic Plan that will guide the Hines College through the next five years.



3 Our Framework will be a chewy, dynamic articulation of our ethos: **Purpose, Values, and Vision;** and our practical next steps: **Goals, Strategies, and Metrics.**



2 This graphic outlines the key phases of strategic planning and the questions central to each phase. Our phases are **Assessment, Ethos/Vision, Goals, Strategies, and Metrics.**

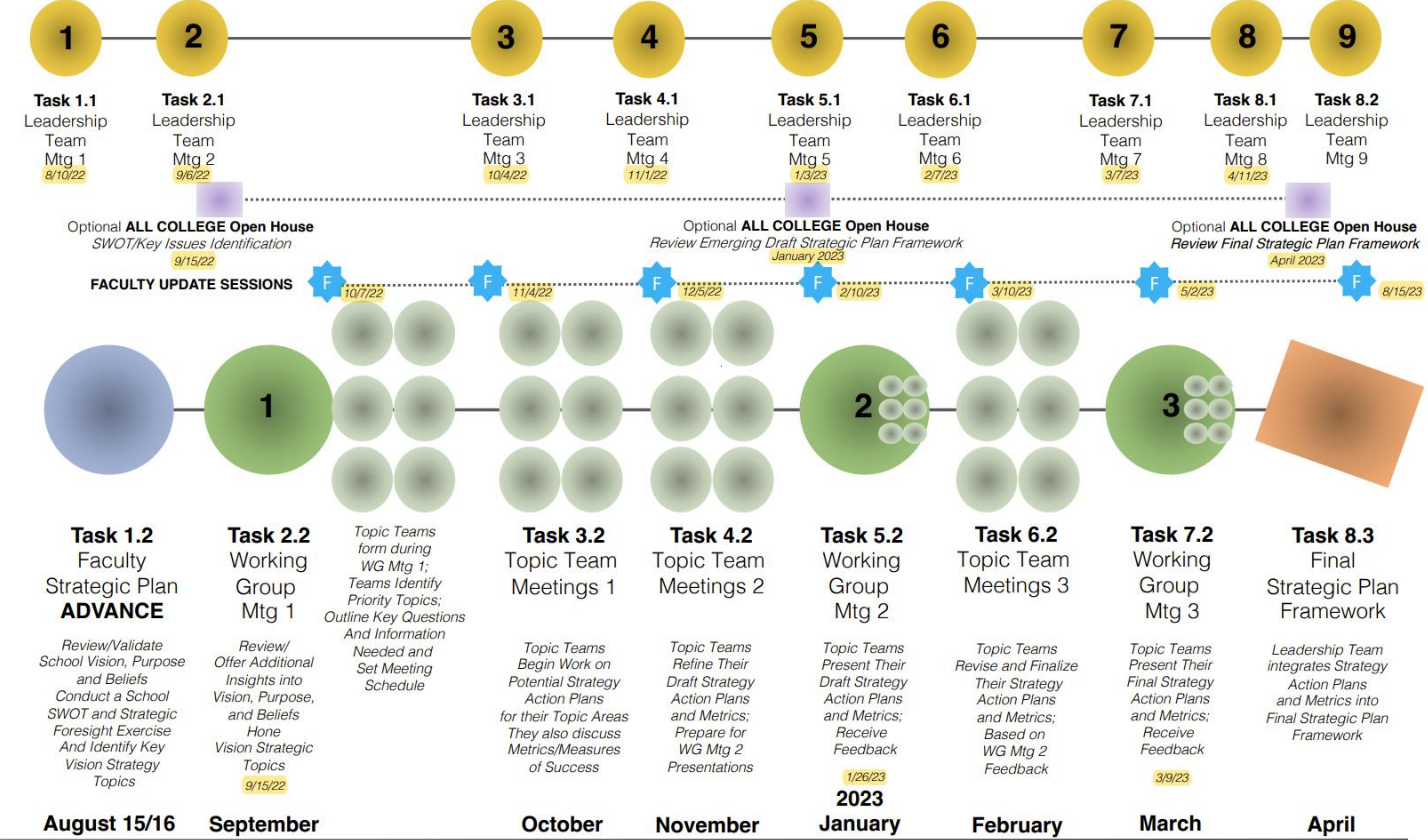


4 Each layer of our process informs the next. The Hines College's Vision, our North Star, will inform the Goals we set. Those Goals will then determine the Action Plans we put in place.

2.3

STRATEGIC PLAN OVERVIEW

HINES COLLEGE STRATEGIC PLANNING PROCESS DIAGRAM



2.5b

WHAT HAS HAPPENED SO FAR?

STUDIO OF THE FUTURE: THE CHARRETTE - FINDINGS

The following **summary** provides **greater detail of each of the topics/prompts** discussed in the charrette as well as reporting the **recommendations and key student quotations that resulted from the process**. These findings have and will continue to provide valuable information for Strategic Planning, both for shaping the process and in creating the Framework.



WHAT DO YOU THINK? SWO EXERCISE

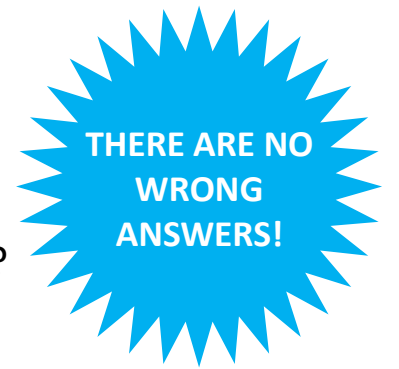


SWO Exercises assess our current state by breaking it down into strengths, weaknesses, and opportunities.

Think about the College from 360°! Do you have observations about: Specific classes? Degree programs? Facilities? Access to Faculty or Administrators? Systems or Processes? Our Culture? What does the College make simple and easy to do? What is harder than it should be?

Share, please! Use the provided pens and post-it notes with

strengths on GREEN, weaknesses on RED, and opportunities on YELLOW and put them up on this board.



STRENGTHS: What do we do really well? Where do we shine? PLACE YOUR GREEN POST-IT NOTES WITH COMMENTS HERE

WEAKNESSES: What don't we do well? Where do we need to improve? PLACE YOUR RED POST-IT NOTES WITH COMMENTS HERE

OPPORTUNITIES: What are the opportunities for improvement? PLACE YOUR YELLOW POST-IT NOTES WITH COMMENTS HERE



WHAT DO YOU THINK? DRIVERS OF CHANGE/TRENDS



The College’s Strategic Plan will exist within the greater context of **what is going on our world, in our fields of study, and in our industry.** What changes and trends are you noticing in your own life and in the world around you that will impact the College and how the College prepares students for life and work beyond? Think broadly and expansively as you consider these questions!



What are the most compelling driving changes in our society – locally, nationally, and globally – that will impact architecture and design?
PLACE YOUR POST-IT NOTES WITH COMMENTS HERE

Given these changes, how will the practice of architecture and design be different in the future?
PLACE YOUR POST-IT NOTES WITH COMMENTS HERE

How should the changing future impact your course of study? What should be emphasized? What should be de-emphasized?
PLACE YOUR POST-IT NOTES WITH COMMENTS HERE

WHAT DO YOU THINK? EMERGING COLLEGE STRATEGIC PLAN TOPIC AREAS

Priority Topics Areas will make up one element of the College’s Strategic Plan Framework. These Topics Areas will yield strategies, metrics, and roadmaps – actionable steps to advance the purpose and vision articulated by the Framework. These possible Topics Areas come directly out of the assessments from the Studio of the Future: The Charrette from Spring ’22 and from the recent Strategic Planning Faculty Advance, with on-going input of the Hines College directors. Topic Areas will be decided and finalized with the Working Group – this is not a definitive list.

What ideas do these Topics Areas spark for you?

WHAT ABOUT THE CHARRETTE?
See station 2.5 for an overview

PEDAGOGY: How should technology be used in how we teach? How should we use digital and hybrid learning? What radical approaches can we take to design education?
PLACE POST-IT NOTES WITH COMMENTS HERE

CURRICULA: What skills or topics should we teach more of? How would you like to see us approach degree specialization and cross/interdisciplinary study differently?
PLACE POST-IT NOTES WITH COMMENTS HERE

STRUCTURE: How might the structure of the Hines College – academically and administratively – be different?
PLACE POST-IT NOTES WITH COMMENTS HERE

FACILITIES & TECHNOLOGY: How can we increase flexibility and utilize our footprint better? What are the most important technology improvements we can make to help us teach and learn better?
PLACE POST-IT NOTES WITH COMMENTS HERE

SUSTAINABILITY: How can we ensure that our sustainable design teaching is having an impact? How can we cultivate a more sustainable culture here at the Hines College?
PLACE POST-IT NOTES WITH COMMENTS HERE

WHAT DO YOU THINK? EMERGING COLLEGE STRATEGIC PLAN TOPIC AREAS

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WHAT ABOUT THE CHARRETTE?
See station 2.5 for an overview

DEI: How do we incorporate diversity, equity, and inclusive architecture and design principles into our industry? How can we more fully integrate a DEI perspective into everything we do here at the Hines College?
PLACE POST-IT NOTES WITH COMMENTS HERE

STUDENT EXPERIENCE: Where can we improve how we advise students? What kind of support do students need outside of academic advisement? How can we better foster community among our students?
PLACE POST-IT NOTES WITH COMMENTS HERE

COMMUNITY ENGAGEMENT: How should we engage with the existing architecture and resources present in our region? What key relationships in Houston should we develop? How can we participate and give back to our University-wide and city-wide communities?
PLACE POST-IT NOTES WITH COMMENTS HERE

REAL-WORLD EXPERIENCE: How can we explore more substantial design/build opportunities for students? How can we partner students with the professional world? Do you see opportunities for productization or profit-sharing ventures?
PLACE POST-IT NOTES WITH COMMENTS HERE

WHAT TOPICS ARE WE MISSING?
PLACE POST-IT NOTES WITH COMMENTS HERE

3.1 Faculty Advance Graphics: Day One agenda and session kickoff. These are the themes and individual responses to our introductory questions:

What does success look like for us?

What's the IMPACT we want the

College of Architecture & Design

Strategic Plan to have?

3.2 Faculty Advance Graphics: Day Two small group breakout session about our Cultural DNA/Values. We asked the groups to write “We Believe” statements for the Hines College and then present them. As we engaged in this exercise, we used four filters:

What do we believe about...

- **the architecture and design industry?**
- **the education we want to deliver?**
- **our faculty and staff?**
- **our students?**

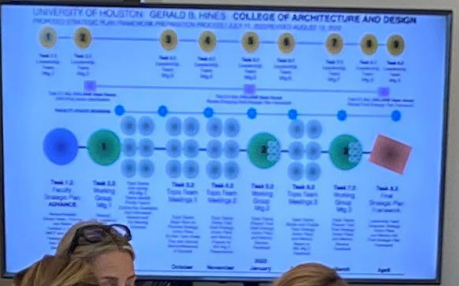












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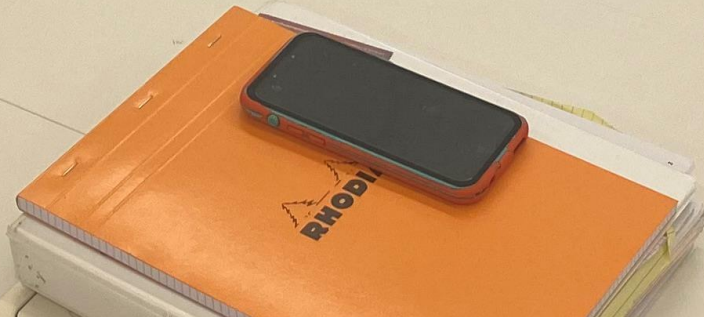
Public Convention
should be less
expensive

the benefits that
the members
share to it

we believe that
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UNIVERSITY OF HOUSTON COLLEGE OF ARCHITECTURE & DESIGN
STRATEGIC PLAN 2015-2020
ADVANCE AGENDA

WELCOME & INTRODUCTION
1:00
1:45
2:30
2:45
3:30
3:50
4:00

UNIVERSITY OF HOUSTON COLLEGE OF ARCHITECTURE & DESIGN
STRATEGIC PLAN 2015-2020
ADVANCE AGENDA

Andrew

Diversity
Affordability
Multiple Disciplines
Scale of Culture

Multiple Disciplines

Multiple Disciplines

THE BLUE
THE GREEN
THE RED
THE YELLOW
THE PURPLE
THE BROWN
THE PINK
THE GRAY
THE WHITE
THE BLACK





Special
Meeting at
10:00 AM
@
School
to complete

Handwritten notes on a notepad, including the word "Special" and "Meeting at 10:00 AM".

Handwritten notes on a yellow sticky note, including the words "AND THE" and "10:00 AM".

TRAIKERS OPS

High School Student

Creative

business

\$

RECRUITMENT SO CIRK MEDIA BEYOND AMBASSADORS

???.???.???.???.
COUNCIL OF PERSONS
CROSS-SECTORAL Thinking
Responsibly Relevant / Globally Involvement

CUSTOMIZED (CURATED) CURRICULUM

LOWBEE TO COMMUNITY

(CITIZEN / PUBLIC SPACES)

PUBLIC POLICY . CO.

LOWBEE TO INDUSTRY

SHARED ECONOMY

SELF-CARE AND RESPECT

V

Collaboration Interdisciplinary approaches

FLEXIBILITY NIMBLENESS

REDEFINE + EXPAND THE ROLE OF THE ARCHITECT (more responsive)

(MAKE IT FUN) FOR MAKE JOY

B

SYSTEM-LEVEL APPROACHES TO SUSTAINABILITY
1. POP. URBANITY
2. NETWORKABLE

*CURRIC

TECHNICAL VISUALIZATION
1. VR
2. DB

*HT+

LOWBEE TO BUSINESS

LOWBEE TO BUSINESS

LOWBEE TO BUSINESS





Handwritten notes on a piece of paper:

- Handwritten notes on a piece of paper:
- Handwritten notes on a piece of paper:
- Handwritten notes on a piece of paper:

Printed document on the table:

- Printed document on the table:
- Printed document on the table:
- Printed document on the table:

