

engineering and construction contract Guidance notes

# **Nec3 Practical Guide To The Engineering Contract**

**Michael Rowlinson** 

### **Nec3 Practical Guide To The Engineering Contract:**

A Practical Guide to the NEC4 Engineering and Construction Contract Michael Rowlinson, 2018-10-11 Provides construction industry professionals with a practical and detailed guide to the NEC4 contract The NEC contract takes a collaborative project management based approach to construction projects which is very different to the other standard forms of construction contract This new edition of the book covers all changes in the 4th Edition of the Engineering and Construction Contract issued in June 2017 and will provide practical guidance to help users transitioning from NEC3 to NEC4 Inside A Practical Guide to the NEC4 Engineering and Construction Contract readers will find chapters on the background of the NECECC contract data and other documents the spirit of mutual trust all of the individuals involved in the process eg project managers clients supervisors subcontractors etc communication issues early warnings and other matters quality management titles dealing with timing payment processes cost components compensation procedures and assessments dealing with terminations dispute resolution completing the contract and more A practical guide to the application of the procedures contained in the newly issued NEC4 Engineering and Construction Contract Provides detailed guidance on the use of the agreement which is claimed to offer increased flexibility improved clarity and greater ease of use Written specifically for people actually using and administering the NEC contracts Features 3 appendixes covering tables of clause numbers case law and statutes employer s project manager s supervisor s contractor s and adjudicator s actions and communication forms and their uses First launched in 1993 the NEC has become one of the UK s leading standard forms of contract for major construction and civil engineering projects making A Practical Guide to the NEC4 Engineering and Construction Contract a must have resource for any contractor using the latest version of this contract **Practical Guide** to the NEC3 Engineering and Construction Contract Michael Rowlinson, 2015-10-08 Launched in 1993 the NEC Engineering and Construction Contract has become one of the UK's leading standard forms of contract for major construction and civil engineering projects The third edition popularly known as NEC3 is a process based contract embodying project and commercial management best practice so its basic philosophy differs from the more adversarial approach of other standard construction contracts Since the first edition of this book the third edition of the contract has seen the introduction of a new secondary option for use in the UK and amendments to a number of clauses In addition in September 2011 changes were introduced to cater for the amendments to the Housing Grants Construction and Regeneration Act 1996 contained in the Local Democracy Economic Development and Construction Act 2009 which became effective for all new contracts entered into from 1 October 2011 These amendments have been incorporated into the text A Practical Guide to the NEC3 Engineering and Construction Contract will be useful to everyone in the construction industry working on a project under this contract It will be of interest to the complete construction supply chain including employers construction professions contractors and sub contractors as well as consultants and lawyers advising any of these parties

either in the preparation of contract documentation or the day to day management or the resolution of problem situations which may arise Practical Guide to the NEC3 Engineering and Construction Contract Michael Rowlinson, 2015-12-14 Launched in 1993 the NEC Engineering and Construction Contract has become one of the UK's leading standard forms of contract for major construction and civil engineering projects The third edition popularly known as NEC3 is a process based contract embodying project and commercial management best practice so its basic philosophy differs from the more adversarial approach of other standard construction contracts Since the first edition of this book the third edition of the contract has seen the introduction of a new secondary option for use in the UK and amendments to a number of clauses In addition in September 2011 changes were introduced to cater for the amendments to the Housing Grants Construction and Regeneration Act 1996 contained in the Local Democracy Economic Development and Construction Act 2009 which became effective for all new contracts entered into from 1 October 2011 These amendments have been incorporated into the text A Practical Guide to the NEC3 Engineering and Construction Contract will be useful to everyone in the construction industry working on a project under this contract It will be of interest to the complete construction supply chain including employers construction professions contractors and sub contractors as well as consultants and lawyers advising any of these parties either in the preparation of contract documentation or the day to day management or the resolution of problem situations A Practical Guide to the NEC3 Engineering and Construction Contract Michael which may arise Rowlinson, 2011-04-06 Launched in 1991 the New Engineering Contract NEC has become one of the UK s leading standard forms of contract for major construction and civil engineering projects Currently in the third edition popularly known as NEC 3 it is a process based construction contract embodying project management best practice and thus the basic philosophy behind the contract is different to the more adversarial principles and approach of other standard construction contracts Written as a practical guide to the application of the procedures contained in NEC 3 this book will aid users in the transition from their use and understanding of the other standard construction contracts to the collaborative project management based approach of the ECC Written for anyone working in the construction industry working on a project under the ECC it will be of interest to the complete construction supply chain including employers construction professions contractors and sub contractors It will also be of interest to consultants and lawyers advising any of these parties either in the preparation of contract documentation or the resolution of problem situations which may arise A practical guide to the application of the procedures contained in the NEC Engineering and Construction Contracts Written specifically for people actually using and administering the NEC contracts rather than lawyers Covers all the variations created by the Main and Secondary Options

Practical Guide to Engineering and Construction Contracts Philip Loots, Donald Charrett, 2009 This hard cover book offers a concise practical guide to the law relating to construction contracts in Australia Written for engineers negotiating and administering construction contracts it aims to assist readers in understanding the risks associated with these contracts and

how to minimise them The book is written by two experienced and respected authors who have a unique combination of local and international practical experience and professional and academic background in law and engineering Oxford University Press Australia New Zealand is the non exclusive distributor of this title A Practical Guide to the NEC4 Engineering and Construction Contract Michael Rowlinson, 2018-11-28 Provides construction industry professionals with a practical and detailed guide to the NEC4 contract The NEC contract takes a collaborative project management based approach to construction projects which is very different to the other standard forms of construction contract This new edition of the book covers all changes in the 4th Edition of the Engineering and Construction Contract issued in June 2017 and will provide practical guidance to help users transitioning from NEC3 to NEC4 Inside A Practical Guide to the NEC4 Engineering and Construction Contract readers will find chapters on the background of the NECECC contract data and other documents the spirit of mutual trust all of the individuals involved in the process eg project managers clients supervisors subcontractors etc communication issues early warnings and other matters quality management titles dealing with timing payment processes cost components compensation procedures and assessments dealing with terminations dispute resolution completing the contract and more A practical guide to the application of the procedures contained in the newly issued NEC4 Engineering and Construction Contract Provides detailed guidance on the use of the agreement which is claimed to offer increased flexibility improved clarity and greater ease of use Written specifically for people actually using and administering the NEC contracts Features 3 appendixes covering tables of clause numbers case law and statutes employer s project manager s supervisor's contractor's and adjudicator's actions and communication forms and their uses First launched in 1993 the NEC has become one of the UK s leading standard forms of contract for major construction and civil engineering projects making A Practical Guide to the NEC4 Engineering and Construction Contract a must have resource for any contractor using the latest version of this contract Practical Guide to the NEC3 Professional Services Contract Michael Rowlinson, 2012-05-08 Currently in its third edition the NEC suite has become one of the UK s leading families of standard forms of contract for major construction and civil engineering projects Part of the NEC suite the Professional Services Contract PSC was drafted with the same process based approach and objectives offering a standard contract for the appointment of consultants providing professional services in an engineering or construction project Embodying best practice in terms of project management the basic philosophy of the PSC differs from the principles and approach of other standard contracts used to appoint consultants This book is a practical guide to the application of the PSC Starting with a brief discussion of the background and philosophy behind the PSC it identifies the roles and responsibilities of each of the named functions within the contract explains the approaches required to achieve a successful working relationship between all parties and examines all the procedures in the PSC The book explains the links between the various sections of the contract to assist the reader with cross referencing and covers all the variations created by the Main and Secondary Options As a very practical guide it

will aid users in the transition from their use and understanding of the other standard contracts to the collaborative project management based approach of the PSC Written for anyone working in the construction and related industries using the PSC to procure or provide consultancy services in relation to a construction project it will be of interest to the complete construction supply chain particularly architects structural engineers services M E engineers civil engineers quantity surveyors and interior designers together with Contractors and Sub Contractors who have a design liability and employ consultants to assist them It will also be of interest to consultants and lawyers advising any of these parties either in the preparation of contract documentation or the resolution of problem situations which may arise **Engineering and Construction Short Contract** Kelvin Hughes, 2014-06-05 As usage of the NEC formerly the New Engineering Contract family of contracts continues to grow worldwide so does the importance of understanding its clauses and nuances to everyone working in the built environment This set of contracts currently in the third edition is different to others in concept as well as format so users may well find themselves needing a helping hand along the way Understanding the NEC3 Engineering and Construction Short Contract uses plain English to lead the reader through the contract s key features including the use of early warnings programme provisions payment compensation events preparing and assessing tenders Common problems are signalled to the reader throughout and the correct way of reading each clause explained In addition the things to consider when deciding between the ECSC and the longer Engineering and Construction Contract are discussed in detail Written for professionals without legal backgrounds by a practicing construction contract consultant this handbook is the most straightforward balanced and practical guide to the NEC3 ECSC available An ideal companion for Employers Contractors Project Managers Supervisors Engineers Architects Quantity Surveyors Subcontractors and anyone else interested in working successfully with the NEC3 ECSC An Employer's and Engineer's Guide to the FIDIC Conditions of Contract Michael D. Robinson, 2013-02-05 When all parties involved in the construction process fully understand their roles and are able to anticipate potential points of conflict disputes and delays will be minimised The Employer's and Engineer's Guide to the FIDIC Conditions of Contract sets out the essential administrative requirements of a FIDIC based contract by reference to the FIDIC 1999 Red Book The obligations and duties of the Employer and the Engineer are identified and discussed Potential pitfalls are highlighted and likely consequences pointed out The importance of the Employer's role in the preparation of tenders which fully reflect his requirements and duties and obligations arising in the execution of the works is emphasised The key role of the Engineer in the effective administration of contracts after award is examined and commentary provided Included in the guide are a number of appendices including model letters which will be of value to less experienced staff particularly those whose mother tongue is not the English language Engineers quantity surveyors and project managers engaged in the contractual administration of international projects using FIDIC forms of contract will find the concise guidance in simple and jargon free language provided here invaluable This together with the author's earlier

book Contractor's Guide to the FIDIC Conditions of Contract which describes the duties rights and responsibilities of the Contractor represents the totality of supervision design and execution of construction projects executed under the FIDIC Conditions of Contract This book is companion website offers invaluable resources to freely download adapt and use Model letters for use by the Employer Model letters for use by the Contractor Sample Interim Payment Certificate Model Form for Submissions to the Engineer Model Form of Engineer's Order for Varied Works Model Form of Daywork Daily Record Sheets

Spon's Civil Engineering and Highway Works Price Book 2015 AECOM, 2014-05-15 Infrastructure work is still declining although there are plans to release 1 3bn worth of road network schemes over the next few years Network rail has published plans to spend 38bn on upgrade works over the next five years Water firms are to bring forward 400m of work into this financial year Spon's Civil Engineering and Highway Works Price Book 2015 from AECOM gives costs for both general and civil engineering works and highway works and provides a full breakdown of labour plant and material elements with labour rates updated in line with the latest CIJC wage agreement Beyond prices it can be used as a comprehensive work manual for the UK s civil engineering surveying and construction business Use the access code inside the front cover of the book to get set up with internet access to this edition until the end of December 2015 We now provide SPON S Online a versatile and powerful online data viewing package which replaces the estimating software and ebook of recent years This 29th edition incorporates a comprehensive review throughout Updated to come into line with the CESSM4 structure as well as MMHW And with an expanded range of rail elements Spon's Civil Engineering and Highway Works Price AECOM, 2014-10-02 Infrastructure work is still declining although there are plans to release 1 3bn worth of road network schemes over the next few years Network rail has published plans to spend 38bn on upgrade works over the next five years Water firms are to bring forward 400m of work into this financial year Spon's Civil Engineering and Highway Works Price Book 2015 from AECOM gives costs for both general and civil engineering works and highway works and provides a full breakdown of labour plant and material elements with labour rates updated in line with the latest CIJC wage agreement Beyond prices it can be used as a comprehensive work manual for the UK s civil engineering surveying and construction business Use the access code inside the front cover of the book to get set up with internet access to this edition until the end of December 2015 We now provide SPON S Online a versatile and powerful online data viewing package which replaces the estimating software and ebook of recent years This 29th edition incorporates a comprehensive review throughout Updated to come into line with the CESSM4 structure as well as MMHW And with an expanded range of rail elements Spon's Civil Engineering and Highway Works Price Book 2018 AECOM, 2017-09-28 SPON S CIVIL ENGINEERING AND HIGHWAY WORKS PRICE BOOK 2018 from AECOM gives costs for both general and civil engineering works and highway works It provides a full breakdown of labour plant and material elements with labour rates updated cost guidance is given at a number of levels varying from the more general functional costs to detailed unit costs and in conformity with CESMM4 and

the Highways Method of Measurement This 32nd edition incorporates a general update of prices in consultation with leading manufacturers suppliers and specialist contractors especially in line with changes in the labour force and devaluation of the pound Adjustments to the scope range and detail of information help the user adjust unit costs with reference to allocated resources and outputs Resource costing in Part 4 is supplemented by the further advice on output factors in Part 10 Rail rates have been heavily revised as the rail sector is currently overstretched Man hours methodology has been generally used instead of gang rates clarifying labour costs and output Use the access code inside the front cover of the book to get set up with a VitalSource ebook of this 2018 edition This versatile and powerful online data viewing package is available for use until the end of December 2018 In a time when it is essential to gain competitive advantage in a sometimes turbulent market this price book provides instant access cost information and forms a one stop reference along with the standard features you have come to expect from SPON S CIVIL ENGINEERING AND HIGHWAY WORKS PRICE BOOK for budgeting estimating principles on cost advice method related charges for resource costings labour costs plant costs material prices for rapid cost information approximate estimates dayworks cost indices for plant and labour allowances production rates outputs man hour constants for detailed pricing unit costs with full breakdown or specialist prices with advice on item coverage waste allowances and comparative costs for incidental advice tables and formulae technical information professional advice updates free of charge two or three times a year see inside for registration details Updates are available online at www pricebooks co A Practical Guide to Successful Construction Projects Arent van Wassenaer, 2017-04-21 Written by experienced and innovative projects lawyer Arent van Wassenaer this book explains what the critical success factors are for construction projects to be completed on time within everyone s budget to the right quality with all stakeholders satisfied and without disputes In so doing van Wassenaer discusses how such projects could be structured tendered for executed and completed and what legal and non legal mechanisms are available to achieve success in construction projects Using examples of real projects A Practical Guide to Successful Construction Projects provides tools for those in leading and managerial positions within the construction industry to change where necessary their usual operational methods into methods which are aimed at achieving project success **Understanding NEC3: Professional Services Contract** Kelvin Hughes, 2013-08-15 As use of the NEC formerly the New Engineering Contract family of contracts continues to grow worldwide so does the importance of understanding its clauses and nuances to everyone working in the built environment Currently in its third edition this set of contracts is different to others in concept as well as format so users may well find themselves needing a helping hand along the way Understanding NEC3 Professional Services Contract uses plain English to lead the reader through the NEC3 Professional Services Contract s key features including Main and Secondary Options the use of early warnings programme provisions payment compensation events preparing and assessing tenders Common problems experienced when using the Professional Services Contract are signalled to the reader throughout and the correct way of reading each clause is explained

The ways in which the contract affects procurement processes dispute resolution project management and risk management are all addressed in order to direct the user to best practice Written for construction professionals by a practising international construction contract consultant this handbook is the most straightforward balanced and practical guide to the NEC3 PSC available It is an ideal companion for Employers Consultants Contractors Engineers Architects Quantity Surveyors Subcontractors and anyone else interested in working successfully with the NEC3 PSC **MacRoberts on Scottish Construction Contracts** MacRoberts, 2014-11-17 Provides a guide to the general principles of Scottish law relevant to construction contracts and the main provisions of the standard forms of construction contract used in Scotland including the obligations of employers and contractors certification payment ending a construction contract remedies subcontracts collateral warranties insurance dispute resolution regulatory matters. The new edition has been substantially updated and expanded to take account of the latest editions of the Scottish Standard Building Contracts and recent case law Specific updates have been driven by the following changes to legislation and standard contracts Local Democracy Economic Development and Construction Act 2009 and the relative Scheme for Construction Contracts Arbitration Scotland Act 2010 Recognising the significant increase in use of NEC3 standard forms of contract references to NEC3 provisions have been introduced throughout the relevant chapters so that each now covers the common law the SBCC provisions and the NEC3 provisions It also features new chapters on litigation competition the Bribery Act 2010 and guarantees and bonds From reviews of previous editions very approachable and readable I would particularly recommend this book to non legal construction professionals Construction Engineering Law an informative textbook for the practitioner a significant contribution to knowledge Arbitration a highly competent textbook which would be of value for industry professionals with no legal background Construction Law Spon's Architects' and Builders' Price AECOM, 2014-09-09 Recovery in construction is still on track Business confidence is increasing but still not yet secure Following the 18% fall in tender prices between 2008 and 2013 price levels are beginning to recover some lost ground particularly in the residential sector and with London based projects It is important to make sure tenders are competitive whilst minimising your risk as input material prices and labour rates continue to rise and tender prices are forecast to increase an average of 4.5% over the next 3 years reaching the pre 2008 recession levels in 2017 Spon s Architect s and Builders Price Book compiled by AECOM still provides the most accurate detailed and professionally relevant construction price information for the UK Its unique Tender Index updated through the year gives an ongoing reality check and allows you to adjust for changing market conditions Although it suits a wide range of project sizes this is the only price book which sets out a detailed cost base for contracts exceeding 3 500 000 in value Use the access code inside the front cover of the book to get set up with internet access to this 2015 edition until the end of December 2015 We now provide SPON S Online a versatile and powerful online data viewing package Major changes have been made to this 140th edition As well as an overhaul of prices over new items have been added These include New

cost models for Business Parks and Data Centres An expanded range of Kingspan roof and wall claddings New ASSA ABBLOY sectional overhead doors including rapid opening and fabric New ASSA ABBLOY industrial dock levellers and shelters An increased range of Altro safety flooring and resin flooring systems New Altro Whiterock hygiene doorsets Architects' and Builders' Price Davis Langdon, 2013-09-10 The beginnings of recovery Some materials costs are rising and so are direct labour costs Spon's Architects and Builders Price Book 2014 gives you the total picture Spon's Architects and Builders Price Book 2014 compiled by Davis Langdon still provides the most accurate detailed and professionally relevant construction price information for the UK Its unique Tender Index updated through the year gives an ongoing reality check and allows you to adjust for changing market conditions Although it suits a wide range of project sizes this is the only price book which sets out a detailed cost base for contracts exceeding 3 500 000 in value NRM1 and NRM2 are used instead of SMM7R as the measurement standards throughout As well as an overhaul of prices over 300 new items have been added to Spon s Architects and Builders Price Book 2014 These include New cost models for out of town retail office to residential conversion and a museum fit out New cost models for out of town retail office to residential conversion and a museum fit out A re formatted Preliminaries example and typical hire rates for common preliminaries items Automated car parking systems simple stack systems to fully automatic Plasmor concrete blocks Diamond drilling now completely overhauled ETFE roofing Extended range of underground drainage Flowing screeds along with the standard features you have come to expect from Spon s Architects and Builders Price Book 20 000 prices for the most frequently specified items the majority with labour constants and detailed build ups Hundreds of alternative materials prices for the more unusual items Detailed guidance on wage rates daywork cost limits and allowances property insurance and professional fees plus useful formulae design criteria and trade association addresses Updated free of charge two or three times a year see inside for registration details Updates are available online at www pricebooks co uk Other titles in the Spon's Price Book Series SPON S MECHANICAL AND ELECTRICAL SERVICES PRICE BOOK 2014 SPON S CIVIL ENGINEERING AND HIGHWAY WORKS PRICE BOOK 2014 SPON S EXTERNAL WORKS AND LANDSCAPE PRICE BOOK 2014 A Practical Guide to Disruption and Productivity Loss on Construction and Engineering Projects Roger Gibson, 2015-02-25 Disruption of a construction project is of kev concern to the contractor as any delay to the project will involve the contractor in financial loss unless those losses can be recovered from the employer It is however acknowledged that disruption claims in construction are difficult to prove usually the result of poor or inaccurate project records but the cost of lost productivity or reduced efficiency to the contractor under these circumstances is very real Practical Guide to Disruption and Productivity Loss on Construction Engineering Projects is clearly written to explain the key causes of disruption and productivity loss Disruption claims rest on proof of causation so it discusses the project records that are necessary to demonstrate the causes of disruption lost productivity and reduced efficiency in detail Quantification of a disruption claim in terms of delay to activities and the associated costs are also fully

discussed With many worked examples throughout the text this will be an essential book for anyone either preparing or assessing a disruption and loss of productivity claims including architects contract administrators project managers and quantity surveyors as well as contractors contracts consultants and construction lawyers Spon's Architects' and Builders' Price Book 2014 Davis Langdon, 2014-10-09 The beginnings of recovery Some materials costs are rising and so are direct labour costs Spon's Architects and Builders Price Book 2014 gives you the total picture Spon's Architects and Builders Price Book 2014 compiled by Davis Langdon still provides the most accurate detailed and professionally relevant construction price information for the UK Its unique Tender Index updated through the year gives an ongoing reality check and allows you to adjust for changing market conditions Although it suits a wide range of project sizes this is the only price book which sets out a detailed cost base for contracts exceeding 3 500 000 in value NRM1 and NRM2 are used instead of SMM7R as the measurement standards throughout As well as an overhaul of prices over 300 new items have been added to Spon's Architects and Builders Price Book 2014 These include New cost models for out of town retail office to residential conversion and a museum fit out New cost models for out of town retail office to residential conversion and a museum fit out A reformatted Preliminaries example and typical hire rates for common preliminaries items Automated car parking systems simple stack systems to fully automatic Plasmor concrete blocks Diamond drilling now completely overhauled ETFE roofing Extended range of underground drainage Flowing screeds along with the standard features you have come to expect from Spon's Architects and Builders Price Book 20 000 prices for the most frequently specified items the majority with labour constants and detailed build ups Hundreds of alternative materials prices for the more unusual items Detailed guidance on wage rates daywork cost limits and allowances property insurance and professional fees plus useful formulae design criteria and trade association addresses Updated free of charge two or three times a year see inside for registration details Updates are available online at www pricebooks co uk Other titles in the Spon s Price Book Series SPON S MECHANICAL AND ELECTRICAL SERVICES PRICE BOOK 2014 SPON S CIVIL ENGINEERING AND HIGHWAY WORKS PRICE BOOK 2014 SPON S EXTERNAL WORKS AND LANDSCAPE PRICE BOOK 2014 **Commercial Management** David Lowe, 2013-05-31 Commercial Management theory and practice defines the role of commercial management within project oriented organisations providing a framework for and helping to develop a critical understanding of the factors that influence commercial management practice It also identifies generic aspects of this practice and provides a theoretical foundation to these activities by reference to existing and emergent theories and concepts as well as to relevant management best practice The book is structured into four parts Part 1 Introduction Commercial Management in Project Environments explores the nature of commercial practice within project oriented organisations at the buyer seller interface It presents a Commercial Management framework which illustrates the multiple interactions and connections between the purchaser's procurement cycle and a supplier s bidding and implementation cycles Additionally it outlines the principle activities undertaken by the

commercial function identifies the skills and abilities that support these activities and reviews the theories and concepts that underpin commercial practice Finally it identifies areas of commonality of practice with other functions found within project oriented organisations plus sources of potential conflict and misunderstanding Part 2 Elements of Commercial Theory and Practice covers commercial leadership exploring strategy risk and uncertainty management financial decision making and key legal issues Part 3 Approaches to Commercial Practice addresses best practice management and commercial and contracting strategies and tactics Finally Part 4 Case Studies offers two extended case studies Football Stadia the Millennium Stadium Cardiff the Emirates Stadium Islington and Wembley Stadium London and Heathrow Terminal 5 The book provides a one stop shop to the many topics that underpin commercial management practice from both a demand buy side and a supply sell side perspective It will help develop an understanding of the issues influencing commercial management leadership strategy risk financial legal best practice management and commercial and contracting strategy and tactics This book s companion website is at http www wiley com go lowecommercialmanagement and offers invaluable resources for both students and lecturers PowerPoint slides for lecturers on each chapter Sample exam questions for students to practice Weblinks to key journals and relevant professional bodies

The Enigmatic Realm of Nec3 Practical Guide To The Engineering Contract: Unleashing the Language is Inner Magic

In a fast-paced digital era where connections and knowledge intertwine, the enigmatic realm of language reveals its inherent magic. Its capacity to stir emotions, ignite contemplation, and catalyze profound transformations is nothing lacking extraordinary. Within the captivating pages of **Nec3 Practical Guide To The Engineering Contract** a literary masterpiece penned with a renowned author, readers embark on a transformative journey, unlocking the secrets and untapped potential embedded within each word. In this evaluation, we shall explore the book is core themes, assess its distinct writing style, and delve into its lasting effect on the hearts and minds of those that partake in its reading experience.

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