



July 1, 2024

Hadar was founded with a dream of a brighter, bolder Jewish future. We wanted to live in a world where dedication to Torah, prayer, and practice would go hand in hand with gender equality, an open embrace of the entire Jewish people, and the values of kindness and compassion.

Over the last 18 years, Hadar has grown into a thriving institution and a community dedicated to this dream. Today, we are immensely proud to share Hadar's new strategic plan, which intends to leverage our success for a bold, new chapter of growth.

This document is an ambitious blueprint for 21st century Jewish life. Guided by our vision of Judaism, we will build new flagship institutions, train new leaders, and inspire thousands of people in America and in Israel to lead bolder, more meaningful Jewish lives.

We thank Hadar's staff, our board of directors, foundation supporters and dozens of community members who offered their time and wisdom in the process of creating this plan.

As you read this strategic plan, we invite you to join us as we dream again—and dream big.

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הדר  
HADAR  
TORAH · AVODAH · HESED



**HADAR INSTITUTE  
STRATEGIC PLAN  
2024-2028**

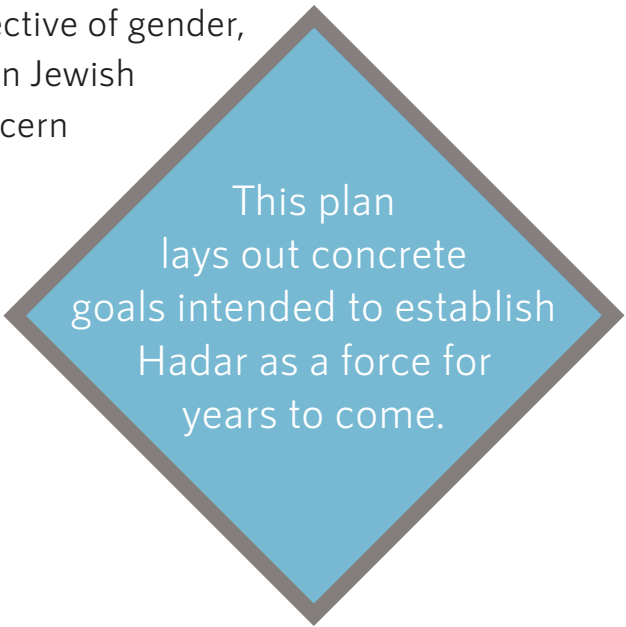






# OUR STORY

**HADAR BEGAN** with the dream of a world in which our deepest commitments to Judaism would light our way as we face our most pressing contemporary questions. We dreamed of a world where creative teaching and rigorous scholarship would deepen the connections between the breadth of the Jewish community and its birthright of Torah, and where spirited music would infuse our prayer lives and enrich the entire Jewish community. We dreamed of a world where all Jews, irrespective of gender, would be treated as full citizens in Jewish life, and where kindness and concern for others are the culmination of religious commitment.



This plan  
lays out concrete  
goals intended to establish  
Hadar as a force for  
years to come.



We believe our religious vision will be a pillar of tomorrow's Jewish community.

**FOR THE PAST 18 YEARS**, we have built an institution and a community shaped by that dream. Now an established organization with deep roots in both North America and Israel, Hadar's voice reaches broad and diverse audiences. Tens of thousands of people learn Torah with us each year through our classes, essays and commentary, podcasts, a weekly *parashah* magazine for families, holiday readers, and books by our faculty. Our *beit midrash* is known for its open approach to learning grounded in religious vision and commitment, and for our renowned faculty, which now numbers more than 20. Thousands of students in day schools across North America learn in *havruta* using Pedagogy of Partnership's innovative methodology. We have ordained our first cohort of rabbis, paving the way for a new generation of leadership. The music of the Rising Song Institute is sung in homes and communal gatherings around the world.

Now, we intend to leverage our success for an ambitious new chapter of our growth. As you read this strategic plan, we invite you to join us as we dream again—and dream big.

We believe our **religious vision** will be a pillar of tomorrow's Jewish community. This plan lays out our strategy for sharing it broadly, so that all Jews can access and understand the core values that we hold dear and that can guide a rich Jewish future.

Hadar's approach to Judaism must not only be a compelling idea. It must also be a livable path for individuals, families, and communities seeking to center their lives with Jewish purpose and practice. This plan describes how we will start to build the **flagship institutions** necessary to make this possible.

A true religious vision must transcend any given cadre of leaders and any specific moment in time. This plan lays out concrete goals for **leadership training**, intended to establish Hadar as a force for years to come.

We believe, especially after October 7th, that our deep **investment in Israelis and Israeli Judaism** is more critical than ever. Our roots on both sides of the ocean will grow deeper.

We will **strengthen Hadar's internal organizational infrastructure** to support these strategic priorities.



# THE CHALLENGE

**HADAR WAS FOUNDED IN 2006** in response to the many frustrations and limitations of contemporary Jewish life. Why should the quest for rigorous Jewish learning in a *beit midrash* lead one away from intellectual openness? Why should an embrace of the great advances in academic Jewish studies conflict with a religious orientation? Why must a commitment to gender equality in Jewish life inexorably lead one to an accommodationist stance towards modernity? Why did so many Jewish environments bifurcate ritual practice and Torah study from interpersonal obligations? Many of these challenges were old ones; others are endemic to modern Judaism. Hadar was founded out of a passionate quest for a Judaism that would stop forcing us—and others—to make these choices, a Judaism that would offer the entire Jewish community a feeling of ownership over our vital tradition. We built on the burst of creative energy in Jewish life that characterized the turn of the century, and we got to work.

While our fundamental orientation has not changed, the world has changed a great deal in the last 18 years. We are living through a wave of continuing secularization and, for many, a sense of loss of purpose and direction.

While, in many ways, Jewish life is richer and more varied than ever before, the pipeline to Jewish leadership has shrunk and needs reignition. Many younger Jews feel pessimistic about the future, whether they contemplate social inequality, climate crisis, or the security of Jewish life in Israel and the Diaspora. Our political discourse has degraded to a point where many are losing the ability to appreciate the wisdom and values of others with whom they disagree. Hadar has only become more necessary in the last 18 years.



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only become more  
necessary in the last  
18 years.



# OUR VALUES

**OUR VISION:** Jews, in communities throughout North America and Israel, are living meaningful lives of Torah, Avodah, and Hesed.

**OUR MISSION:** Hadar empowers Jews to create and sustain vibrant, practicing, egalitarian communities of Torah, Avodah, and Hesed.



Hadar offers a vision of Judaism that aims to elevate us above conventional dichotomies and add vitality to contemporary Jewish life. We stand for a Judaism anchored in Jewish learning that is rigorous *and* accessible, intellectually open *and* religiously oriented. We have built a model that is traditionally observant *and* rooted in gender equality, one grounded in a specific religious path *and* accountable to and engaging with all Jews. We see the particular claims of the Jewish tradition as leading us to a place of more universal human concern. Against the recurring challenges of modern Jewish life, we have always sought integration of tradition and self, speaking to our present moment in the dialect of eternity. In short, we believe today, as we have since Hadar was founded, that **investment in the core wisdom and practice of Judaism is itself the pathway to Jewish revitalization.**

Our organization is defined and steered by our core values. Hadar is distinctive in holding *all* of these values, in a way that is difficult to find in the Jewish world. Consequently, Hadar's voice is a rich symphony. We make decisions about our programming, teaching, and high-level direction by amplifying these values and, when they are in conflict with one another, we balance them with thoughtfulness and nuance. We are blessed to share a number of these values with many others: individuals, institutions, and movements. A wide range of potential partnerships is made possible by this sense of common purpose, strengthening our position in the broad ecosystem of Jewish life.





Investment  
in the core wisdom  
and practice of Judaism  
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# HADAR'S RELIGIOUS VISION

## דיעות—Guiding Commitments

**THESE ARE THE GUIDING PRINCIPLES AND IDEAS** that anchor and drive our mission. They reflect our purpose for existing, and they are the standards against which we measure our success.

### Claiming Torah as Our Own תלמוד תורה

We believe in a living, speaking Torah, the birthright of Jews in all generations. We foster unmediated access to—and ownership of—Torah, so that all Jews can appreciate, contribute their voices to, and transmit a Torah that speaks to our lives in authentic and meaningful ways.

כִּי־קָרוֹב אֵלַי הַדְּבָר מְאֹד בְּפִיךָ וּבִלְבָבְךָ לַעֲשׂוֹתוֹ

“For the Torah is very close to you,  
it is in your mouth and your heart to do it”

Devarim 30:14

### Mitzvot and Observance שמירת מצוות

A life of observance opens us up to the full expression of God’s invitation to the Jewish people into relationship, from Sinai until today. We approach *mitzvot* as covenantal obligations that drive both our individual lives and the character of our communities toward goodness.

וַתֵּן לָהֶם מִשְׁפָּטִים יְשָׁרִים וְתוֹרוֹת אֱמֶת הַקִּיּוֹם וּמִצְוֹת טוֹבִים

“You gave them upright laws and teachings of truth,  
good laws and commandments”

Nehemiah 9:13

### Prayer תפילה

Prayer is an ongoing medium for our relationship with God and a powerful way to build and sustain religious communities. We generate meaningful and vibrant experiences by approaching our inherited words of prayer through creative textual and musical interpretation.

וְאָנֹכִי תַפִּלַּת־יְיָ ה'

“My prayer is for You, God”

Tehillim 69:14

### Relationship with God אהבת השם

We engage in relationship with God—not as an abstract concept, but as the central protagonist of our Torah, companion of the Jewish people throughout history, a transcendent being who loves and challenges humanity expecting us to live up to high covenantal expectations, and a presence throughout all aspects of our lives.

אֹתוֹ תַעֲבֹד וּבוֹ תִדְבָק

“Serve God and cleave to God”

Devarim 10:20



## Hesed חסד

Hesed is being present for others in need; it is the orienting principle and ultimate purpose of living lives of deep learning and observance. A relationship with God and Torah must be fueled by—and generate—acts of care. This ethos is the bedrock of even broader social and structural hesed.

וְכִי יֵשׁ תּוֹרָה... שְׂאִינָהּ שֶׁל חֶסֶד?

“Is there such a thing as Torah... that is not of hesed?”  
Sukkah 49b

## Gender Equality כולנו כאחד

Gender equality in participation and leadership of Jewish learning and practice is what Torah demands of us in our moment. We approach egalitarianism as a higher standard of expectation, a further culmination of the vision laid out at Sinai, of a nation where all adults—not just priests—step into religious engagement and responsibility.

וְאַתֶּם תִּהְיוּ-לִי מַמְלֶכֶת כֹּהֲנִים וְגוֹי קֳדוֹשׁ

“You will be for Me a kingdom  
of priests and a holy nation”  
Shemot 19:6

## Israel: People, Land, State עם, ארץ, מדינה

Zionism and sovereignty have enabled the flourishing of the Jewish people and Hebrew culture. In deep relationship with the Diaspora, Torah emerging from Israel impacts Jewish life everywhere. We embrace the profound, high-stakes responsibility to contribute to building Torah communities that anchor a society of dignity for all.

כִּי מִצִּיּוֹן תֵּצֵא תּוֹרָה

“For Torah comes forth from Zion”  
Isaiah 2:3

## Breadth of Jewish Community כלל ישראל

Jewish life is a collective, not individual, enterprise. All Jews are responsible for one another, and we hold ourselves accountable to the educational and interpretive work that enables Torah to speak to all. Our teaching aims for an audience that is as broad as the entire Jewish people.

אַתֶּם וְנַצְבִּים הַיּוֹם כְּלֶכֶם לִפְנֵי ה' אֱלֹהֵיכֶם

“You—all of you—stand before God today”  
Devarim 29:9



# HADAR'S RELIGIOUS VISION

## מדות—Dispositions

**THESE ARE THE MODES** that we cherish and strive to model. They are also the way we carry ourselves in our programming and organizational work that distinctively characterize our culture and orientation.

### Reverence יראת שמים

We approach God, the Torah, its interpretive masters, and our heritage with great reverence. We seek to understand why sources say what they do, to consider historical and social context, and then to apply their underlying values reverently in building lives of sanctity and goodness today.

שְׁמַע בְּנִי מוֹסֵר אָבִיךָ וְאַל-תִּטֹּשׁ תּוֹרַת אִמְךָ

“Hear, my child, the tradition of your father; do not forsake the teaching of your mother”

Mishlei 1:8

### Intellectual and Emotional Honesty דברי שלום ואמת

We strive to integrate intellectual and emotional insights into an outlook that meets our texts and our world honestly, shaping a Judaism true to the complexity of human experience. No question is out of bounds and, when wielded deliberately, a broad range of intellectual tools and emotions can strengthen—rather than threaten—our relationship with Torah and God.

חֹתְמוֹ שֶׁל הַקְּדוֹשׁ בְּרוּךְ הוּא אֵמֶת

“The seal of the Holy Blessed One is Truth”  
Shabbat 55a

### Joy שמחה של מצוה

*Mitzvot* are meant to be engaging, enlightening, and nourishing—not simply a burden to bear or a source of rote practice. Even as we unflinchingly confront challenges in our tradition and our communities, we believe that God gave us Torah as a gift so we can live with purpose and joy.

פְּקוּדֵי ה' יִשְׂרִים מִשְׂמַחֵי-לֵב

“God’s commandments are just, they gladden the heart”

Tehillim 19:9

### Honor of Torah and People כבוד התורה וכבוד הבריות

Out of honor for both Torah and people, we hold high expectations of ourselves, our work, and our tradition, striving for rigor and excellence. We believe that a vision of inclusive, broadly compelling Judaism will emerge through building communities that demand more—not less—of each other and of Torah.

וְכָבוֹד וְהָדָר תַּעֲטֶרְהוּ

“Adorn it with honor and glory”

Tehillim 8:6



## Love אהבת הבריות

Every individual encountering Judaism should feel appreciated as a person created in God's image. We aim for attentiveness to each individual to infuse interactions with care and generosity. When we relate to others with kindness, we can overcome divisiveness and build communities inspired by divine love.

הוּי... אוֹהֵב אֶת הַבְּרִיּוֹת וּמְקַרְבֵן לַתּוֹרָה

“Love others and bring them closer to Torah”

Avot 1:12

## Embracing Multivocality שבעים פנים לתורה

Taking Torah seriously means listening to all of the voices in the many layers of our tradition. Rather than amplifying one part over the rest, we embrace this rich multivocality so that we have a fuller, broader, and more nuanced perspective. We also bring a dynamic range of creative voices to the unfolding of Jewish interpretation in our own times—in both text and music.

עֲשֵׂה אָזְנוֹךָ כְּאֶפְרָכֶסֶת... כּוֹלֵם נִתְּנּוּ מִרוּעָה אֶחָד

“Make your ear like a funnel...

all traditions were given from one shepherd”

Hagigah 3b

## Peer Reinforcement ערבות

Beyond providing meaningful engagement for individuals, Judaism only becomes a way of life in communities of shared practice. We intentionally create spaces that bring people together in shared practice, catalyzing relationships and networks so people can find peers with whom to build their own communities centered around Torah, prayer, and *mitzvot*.

שְׁחַבְרִיךָ וְקִיְמוּהָ בְּיָדֶיךָ

“Your peers will establish it in your hands”

Avot 4:14

## Long-Lasting, Sustainable Vision לדור ודור

In our quest for personal meaning-making, we aim to speak in the Torah's dialect of eternity. Just as we draw from those before us, we want our values to be meaningful to those who come after us. We strive to build the vibrancy of our own communities in ways that will continue to unfold and grow stronger into the future so we leave the covenant more robust than we found it.

עוֹלָמְךָ תִּרְאֶה בְּחַיֶּיךָ... וְתִקְוֶתְךָ לְדוֹר דּוֹרִים

“See eternity in your lifetime...

your line will continue for generations”

Berakhot 17a



# THEORY OF CHANGE

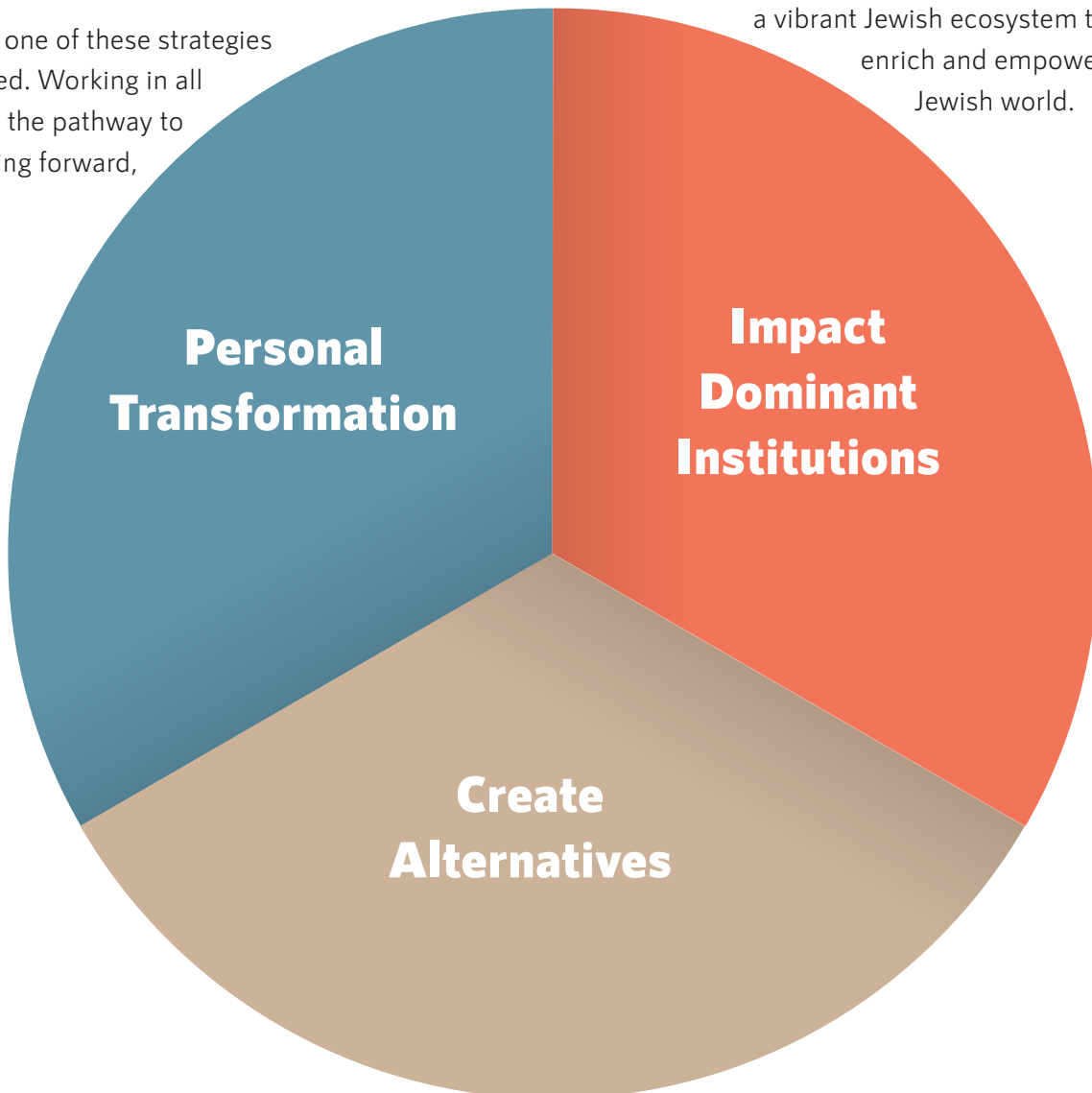
**HADAR SEEKS TO TRANSFORM** the entire ecosystem of contemporary Jewish life. After 18 years, we understand better than ever where we have made a difference and where new strategies are needed.

To effect long-lasting social change, organizations must (1) impact people as individuals, (2) influence established organizations, and (3) build new and distinct spaces.

Pursuing any one of these strategies alone is limited. Working in all three areas is the pathway to change. Moving forward,

we intend to invest even more deeply in institutional modes of change, as both an influencer and a creator.

Our plan for the next four years includes work on all levels of social change. We will continue to strengthen Hadar’s impact on individuals. We also intend to expand our institutional footprint, enabling more Jews to experience our holistic vision of Jewish life. Our goal is nothing less than laying the groundwork for a vibrant Jewish ecosystem that will enrich and empower the entire Jewish world.

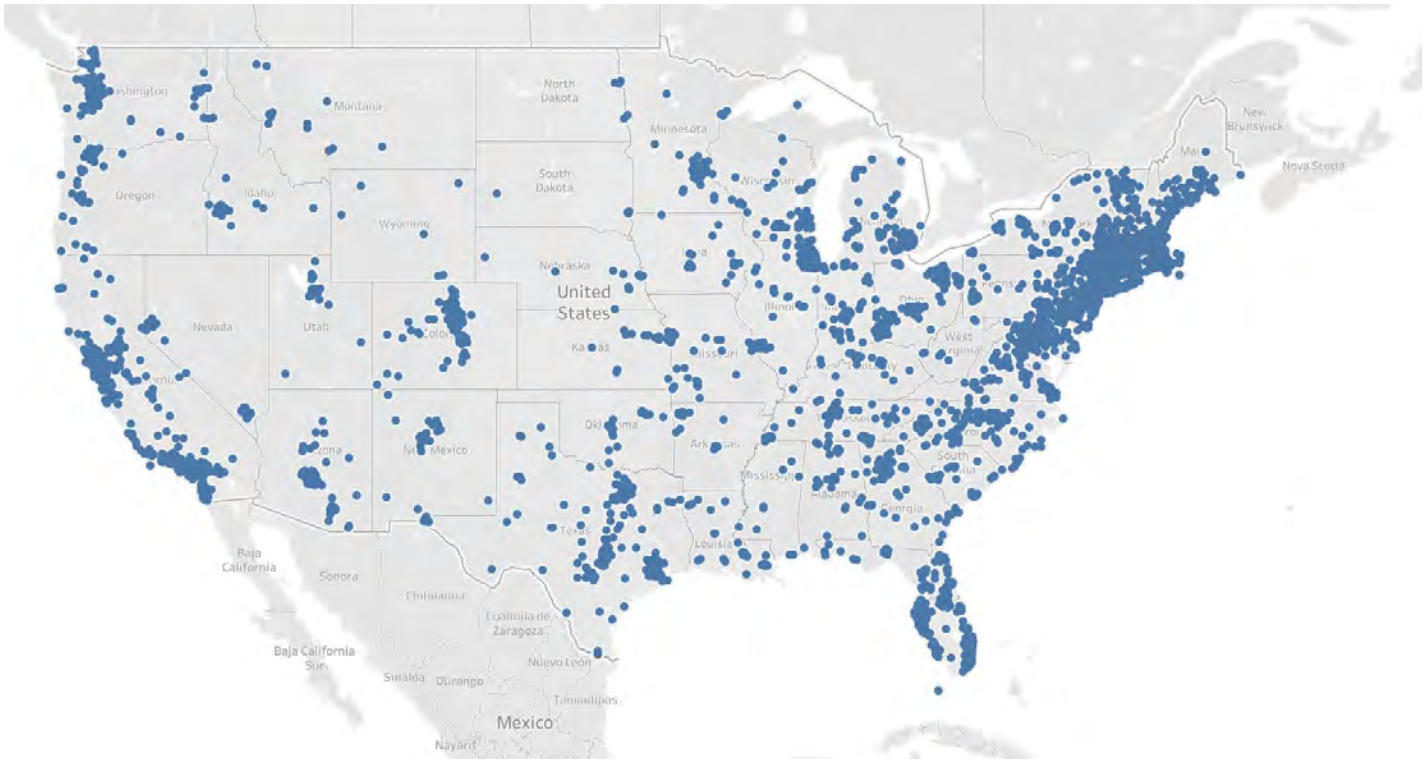




# HADAR'S BROAD REACH

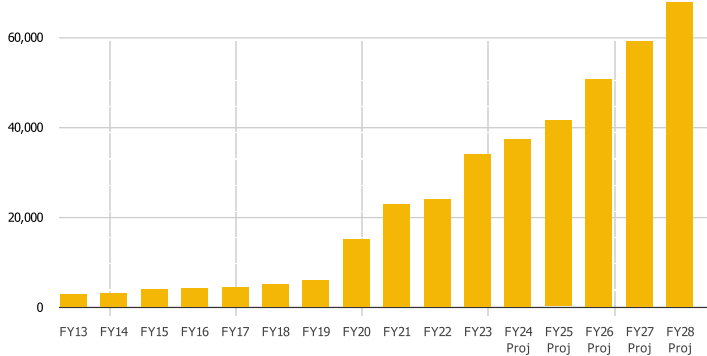
**HADAR ENGAGES JEWS** across a broad spectrum of the American Jewish landscape, reaching a diverse audience across all ages, geographic locations, and Jewish educational backgrounds.

## Hadar's Geographic Reach by ZIP Code in 2024

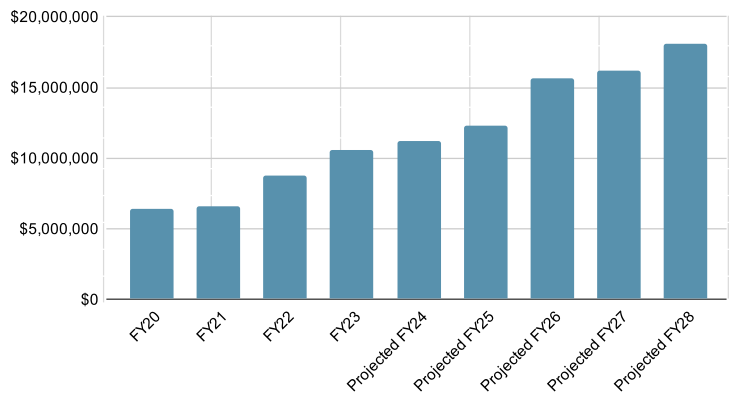


We look forward to strong future growth, in both programs and organizational size.

### Unique Program Participants



### Budget Growth





# PAST SUCCESSES

**IN THE PAST FOUR YEARS**, we have successfully expanded our programmatic and content offerings while maintaining our commitment to educational excellence, and we continue to have a very strong impact on our participants' attitudes and behaviors. In implementing our 2021-24 Strategic Plan, Hadar introduced significant new programs and initiatives.

**Ordained  
12 rabbis**

after four years of study in our Advanced Leadership Kollel.

We opened new regional offices with full-time educators in **Boston, Chicago, and the West Coast.**

Our sold-out National Shabbaton welcomed more than **600 people**

(including 180 children) modeling our vision of Judaism, creating an active network of grassroots leaders, and laying the groundwork for the next generation.

We offered a robust, extensive, and diverse set of immersive programs, classes, lectures, and fellowships, both online and in person. In 2023, we taught over

**34,000 people**

across the country, and around the world.

Pedagogy of Partnership (PoP) has improved the classroom experience for thousands of K-12 students across the country, offering extensive professional training to

**158 educators**

in 28 schools.

Hadar's Children and Families Division developed and distributed high-quality, content-rich, broadly accessible Torah, used by

**tens of thousands**

of children, educators, and families across the country.

Hadar's Rising Song Institute (RSI) offered a range of training programs for musical and prayer leaders. It has released several new albums (for a catalog of 19 full-length albums) which were streamed and downloaded over

**2 million times**

in the past year.

In Israel, we supported more than **50 local communities**

across the country through *beit midrash* programs, immersive experiences, leadership training, Shabbatonim, content and resources, and fellowship opportunities.

We expanded the Maimonides Moot Court Competition (MMCC) program, where **hundreds of high school students**

explore contemporary issues through the lens of Jewish sources.



# EVALUATION

**HADAR SEEKS TO HAVE** a lasting impact on Jewish lives and practice. Reflecting on the 2021-2024 strategic goals, we are inspired by the results. According to a multi-year evaluation of our 2021-24 Strategic Plan conducted by Rosov Consulting:

**91%**

say Hadar’s programs, content, and ideas are vibrant, and their participation in a Hadar program has led them to be more deliberate about how they approach Jewish ritual practice their personal prayer experience, and how they interact and behave socially.

Even six months after their engagement with Hadar,

**83%**

of respondents indicated they continue to access programs and resources offered by Hadar.

**90%**

say Hadar provided them with a deeper understanding of Torah and Jewish traditions, and that Hadar’s content enriched their religious life.

**86%**

felt intellectually inspired by the model of Jewish living and learning at Hadar.



# LOOKING FORWARD

**STARTING FROM THE** successful fulfillment of our 2021-2024 Strategic Plan, this plan sets forth goals for the next four years that specifically aim to address the challenges of today's landscape. By the end of 2028, we will have:

An established Hadar presence on  
**5 college campuses**  
 and an annual National College Shabbaton

**Newly trained Hadar rabbis**  
 will be serving in the field, changing the local Jewish landscape in numerous cities

**Two new shul communities**  
 and a stronger, more robust network of independent *minyanim*

**Published numerous books**  
 for adults and children via Hadar Press, featuring books by Hadar's faculty and other writers

Hadar's Small Groups Initiative will foster Jewish learning and connection around the country, with  
**over 150 grassroots groups**

**A strong Hadar presence in Jerusalem**  
 with expansions in Be'er Sheva and Tel Aviv

**Thousands of more people**  
 will engage in Hadar learning, singing and prayer

Hadar's Yeshiva, in our new home in NYC, will be  
**a thriving center**  
 of egalitarian learning, prayer, and community

**An Israel-based Gap Year program**  
 and annual Teen Shabbaton



# STRATEGIC AND OPERATIONAL GOALS

**The 2024-2028 Strategic Plan has 5 overarching goals:**



**GOAL 1**

**Share Religious Vision**

Spread Hadar’s religious vision through unique and inspiring ideas and compelling opportunities to engage.



**GOAL 2**

**Build Flagships**

Create and support distinct, compelling, and sustained structures that enable Jews to live out Hadar’s vision of Judaism.



**GOAL 3**

**Cultivate Leadership**

Seed the Jewish world with rabbinic, scholarly, and community leaders who embody Hadar’s vision and support vibrant communities.



**GOAL 4**

**Strengthen Hadar Israel**

Expand awareness and impact of Hadar in Israel.



**GOAL 5**

**Grow Organizational Capacity**

Strengthen the internal infrastructure to support the strategic priorities.



# GOAL 1

## SHARE RELIGIOUS VISION

**Share and spread Hadar's religious vision through unique and inspiring ideas and compelling opportunities to engage.**



### Rationale:

Hadar's religious vision is made for this moment. We offer authenticity through deep learning; transparency through unflinching honesty; an embrace of all Jews in a shared covenant; and wisdom from our tradition's blueprint for meaning and purpose. Those who have come to know Hadar—whether online or in person, in local communities or through national programs—have been profoundly impacted by this vision, finding deeper meaning in Jewish life, and growing their commitment to meaningful practice. Over the next four years, we aim to share this vision broadly, aligning our programming, publishing, and communications to spread our distinctive message.

### What Success Looks Like:

- Increased awareness, clarity, and understanding of our core vision, and of Hadar as an accessible, generative, and trusted home for this vision
- Programs, experiences, and content increase the number of people who are eager and ready to live Hadar's vision

#### ◆ **Objective 1:** Articulate and share religious vision

- Develop holistic and accessible articulations of Hadar's values
- Leverage Hadar Press as a way to share our vision through books
- Meaningfully increase relational engagement and marketing outreach

#### ◆ **Objective 2:** Offer compelling opportunities to engage with Hadar's vision

- Align all programs across the organization to model and reflect our religious vision through a robust slate of Hadar learning, singing, and prayer opportunities
- Expand Shabbatonim in Hadar regions, nationally, and on college campuses
- Harness Project Zug as a powerful tool to grow and share our religious vision
- Build local grassroots communities through our Small Groups Initiative
- Experiment with new, non-school based models of Pedagogy of Partnership

#### ◆ **Objective 3:** Offer compelling opportunities to engage youth and teens with Hadar's vision

- Launch annual daylong Hadar Teen Summit, transitioning to annual Teen Shabbaton
- Publish *Devash* books to share Hadar content in a durable format
- Grow the Maimonides Moot Court Competition and Shabbaton



## Share Religious Vision—Selected Benchmarks

### Fall 2024

- Launch College Shabbaton
- Pilot Small Groups Initiative with 20 groups around the country

### Spring 2025

- Launch annual Hadar Teen Summit

### Fall 2025

- Host National Shabbaton (every 3 years)
- Publish “Sweeter Than Honey” Devash books for young children

### Fall 2026

- Transition from weekly magazine to focus on Devash books

### Fall 2027

- Publish Hadar Haggadah

### Spring 2028

- Reach 600 students annually in Maimonides Moot Court Competition

“Your springs  
will overflow”  
יְפוּצוּ מַעֲיִנְתֶיךָ חוּצָה  
Mishlei 5:16





## GOAL 2

# BUILD FLAGSHIPS

**Create and support distinct, compelling, and sustained structures that enable Jews to live out Hadar's vision of Judaism.**

### Rationale

As we cultivate a groundswell of individuals seeking to enact aspects of Hadar's vision and values in their homes and Jewish communities, we must also build flagship institutions that can serve as replicable religious models. We will invest in model communities and institutions through which individuals and families can integrate commitments of Torah, Avodah, and Hesed into their daily lives, building joyous and spiritual spaces that anchors their Judaism.



### What Success Looks Like:

A range of vibrant Jewish organizations and programs enable people to live Hadar's religious vision in community across all stages of life.

#### ◆ Objective 1:

**Launch new initiatives for teens and young adults**

- Establish staff presence on college campuses
- Invest in partnerships with Jewish overnight camps
- Launch post-high school Gap Year Program in Israel

#### ◆ Objective 2:

**Invest in new initiatives for prayer and Shabbat communities**

- Strategically support and increase the number of Hadar-aligned *minyanim*
- Support rabbis to establish several entrepreneurial shul communities

#### ◆ Objective 3:

**Expand Hadar's NYC Yeshiva to include a broader range of learners**

- Engage local community of all ages through new offerings
- Evaluate and hone our immersive learning programs
- Grow Hadar's Summer Beit Midrash



## Build Flagships—Selected Benchmarks

### Fall 2024

- Pilot new offerings to engage local community of all ages in NYC Yeshiva, including college cohort

### Fall 2025

- Launch Hadar presence on 2 college campuses
- Launch new initiatives to support independent *minyanim*

### Spring 2026

- Work closely with 2-3 entrepreneurial rabbis to determine location and timing of new shul communities

### Spring 2027

- Explore additional summer camp partnerships

### Fall 2027

- Launch on 3 more college campuses, for a total of 5 campuses

### Spring 2028

- Expand initiatives to support independent *minyanim*
- Double the number of annual participants at NYC Yeshiva

**"See it and sanctify it like this"**

כָּזָה רְאֵה וְקִדַּשׁ

Rosh Hashanah 20a





## GOAL 3

# CULTIVATE LEADERSHIP

**Seed the Jewish world with rabbinic, scholarly, and community leaders who embody Hadar's vision and support vibrant communities.**

### Rationale

The future we envision requires a cadre of leaders with a strong religious vision, and the energy, commitment, and enthusiasm to make this vision into a lived reality. We will grow this group of leaders by investing in new initiatives designed to attract and support the development of professional and lay leaders.

### What Success Looks Like:

Hadar-trained leaders will support a growing number of thriving Jewish communities.



#### ◆ Objective 1:

##### Invest in rabbinic and scholarly leadership

- Launch a 4-year program for entrepreneurial rabbis that includes study and support in the field
- Launch the second cohort of a 4-year rabbinic ordination program, with a focus on halakhic mastery
- Design and launch a division of Hadar focusing faculty on research and publication around critical contemporary issues in the Jewish world

#### ◆ Objective 2:

##### Build community leadership and empowerment

- Run fellowships for community leaders, including college and teen leaders
- Explore leadership opportunities for Jewish professionals
- Expand *tefillah* leadership and empowerment initiatives, including prayer leader fellowship and masterclass videos from Hadar's Rising Song Institute

#### ◆ Objective 3:

##### Invest in educators

- Grow Pedagogy of Partnership (PoP) to train more Jewish educators each year
- PoP will expand school-wide change work focused on learning as a mode of relationship with others



# Cultivate Leadership—Selected Benchmarks

## Fall 2024

- Design and launch Hadar's research division
- Create and promote resource videos from Hadar's Rising Song Institute to reach target populations

## Fall 2025

- Launch training program for entrepreneurial rabbis

## Fall 2026

- Launch the second cohort of Hadar's 4-year ordination program

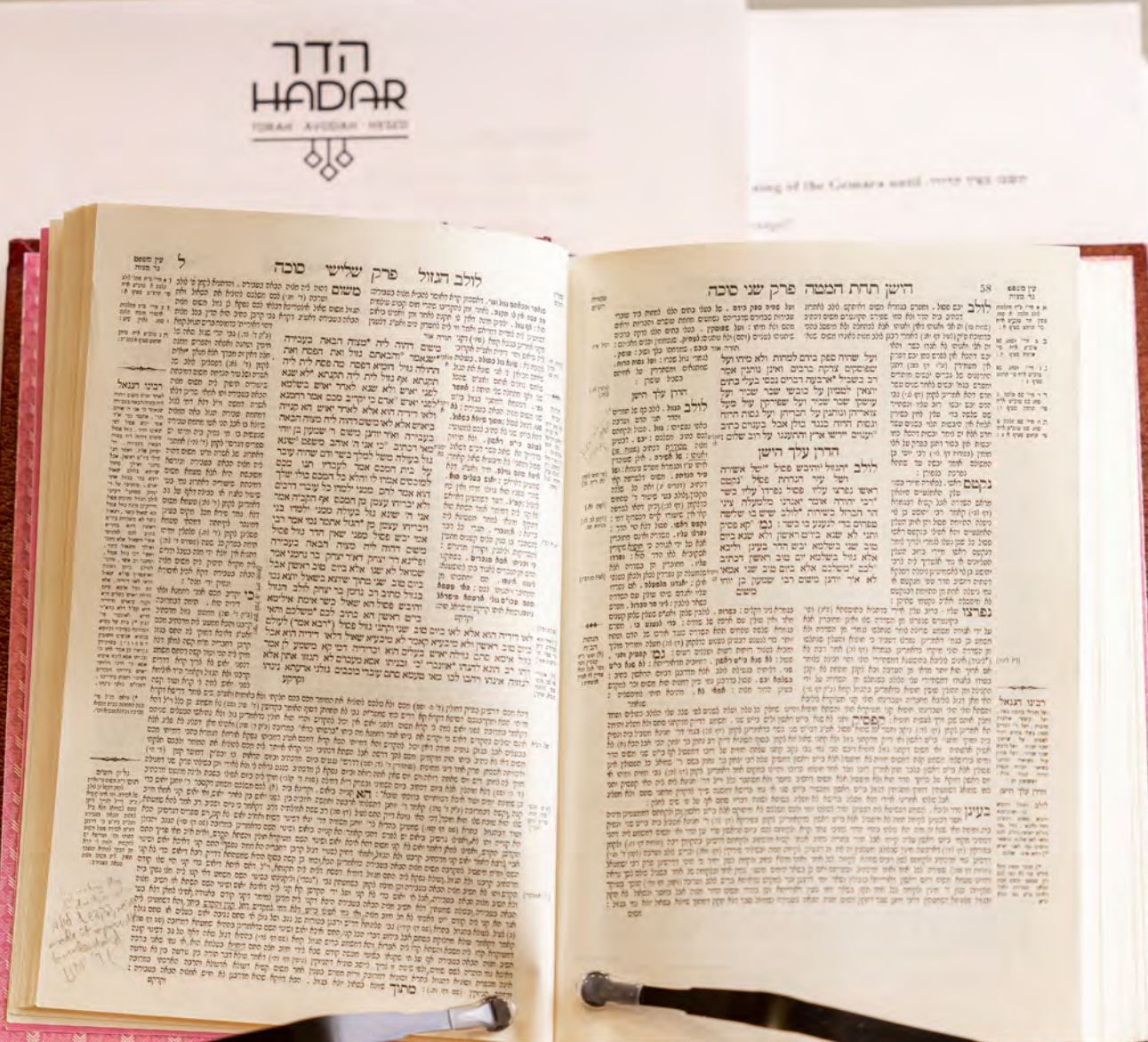
## Spring 2028

- Train over 250 educators in Pedagogy of Partnership
- Pedagogy of Partnership will work in at least 8 additional schools, for a total of 36 schools

"They will carry the burden of the people with you"

וְנָשְׂאוּ אִתָּךְ בְּמִשָּׁא הָעָם

Bemidbar 11:17





# GOAL 4

## STRENGTHEN HADAR ISRAEL

### Expand awareness and impact of Hadar in Israel.



#### Rationale

Only when the North American center and the Israeli center work together can the full potential of contemporary Jewish life be realized. While these centers can feel precarious in different ways, this moment calls for a redoubling of investment in both. At Hadar, we remain passionate about realizing our vision through the symbiosis of these two centers. Our Israel work will reflect this plan's overall goals, making our religious vision well- and widely-known, while supporting viable model communities with energetic leadership—all in an authentically Israeli idiom, in Hebrew, with a local staff that speaks effectively to the needs of native Israelis.

#### What Success Looks Like:

- More Israelis will know about, understand, and find relevance in Hadar's unique religious vision.
- Hadar will advance the viability of gender-egalitarian observant life in Israel.

#### ◆ Objective 1:

##### Share Religious Vision

Spread Hadar's religious vision through unique and inspiring ideas and compelling opportunities to engage Israelis.

- Support and leverage *kehillot* network of more than 50 communities, as way to share and amplify our religious vision
- Host National Shabbatonim
- Offer new learning and prayer opportunities for target audiences in Jerusalem, Tel Aviv, and Be'er Sheva
- Discern and distribute core ideas relevant for Israel, including Hadar Values Project

#### ◆ Objective 2:

##### Build Flagships

Create and support distinct, compelling, and sustained structures that enable Jews in Israel to live out Hadar's vision of Judaism.

- Expand Hadar's Jerusalem *beit midrash* for broader range of learners through new and redesigned program/events and daily *minyan*
- Establish Israeli *shul* communities that fully express Hadar's values
- Research and build toward launching pre-army *yeshiva* program
- Develop second flagship learning center outside Jerusalem (e.g. Be'er Sheva)

#### ◆ Objective 3:

##### Cultivate Leadership

Seed the Israeli landscape with leaders who embody Hadar's vision and support vibrant communities.

- Support and train leaders of *minyanim* in Hadar's *minyan* network
- Grow and experiment with new *tefillah* programs and training for *shul* leadership, especially for women
- Support and partner with alumni leaders
- Distribute strategic microgrants to alumni and the broader Hadar community to actualize Hadar's religious vision with numerous projects across the country



## Strengthen Hadar Israel—Selected Benchmarks

### Fall 2024

- Support and leverage Hadar's *kehillot* network of 50+ communities
- Grow and experiment with new *tefillah* programs and videos, targeted to expand ritual leadership

### Spring 2025

- Host initial Israeli National Shabbaton
- Hone and expand slate of learning opportunities in Jerusalem, Tel Aviv, and Be'er Sheva
- Design second flagship learning institution outside of Jerusalem

### Fall 2025

- Launch Hadar Values Project in Hebrew

### Fall 2027

- Launch new *shul* communities in 1-2 other locations
- Build toward launching pre-army *yeshiva* program by exploring partnership and determining best strategy

### Spring 2028

- Host Second National Shabbaton

"Because  
Torah comes  
from Zion"  
כי מציון תצא תורה  
Yeshayahu 2:3





## GOAL 5

# OPERATIONS AND ORGANIZATIONAL INFRASTRUCTURE

### Strengthen Hadar's internal organizational infrastructure to support the first 4 strategic goals

Creating a sustainable model for growth requires investing in infrastructure—including staff, fundraising, marketing, and communications—and ensuring a culture of evaluation that seeks to regularly assess the impact of our programs and initiatives.

#### ◆ Objective 1:

Develop a cycle of continuous improvement, and ensure the alignment of all programs and systems

- Establish a plan for ongoing evaluation through both internal evaluation and the engagement of outside evaluators
- Increase institutional efficiency by investing in proven technology and prioritizing formal coordination across programs



#### ◆ Objective 2:

Revenue generation

- Grow individual giving by 75% by expanding regional and planned giving
- Ensure steady growth in foundation support by cultivating new relationships
- Grow earned revenue by 100%, driven by new programs

#### ◆ Objective 3:

Invest in staff—hiring, culture, and retention

- Increase operations and administrative staffing
- Establish programs to support positive staff engagement
- Build professional development and training opportunities
- Explore engagement opportunities for volunteers and lay leaders

#### ◆ Objective 4:

Marketing, communications, and engagement

- Bolster relational engagement
- Increase Hadar's marketing budget to better disseminate our message
- Clarify and build distribution plan for Hadar Press





# FULL GOALS AND BENCHMARKS, 2024-2028

## STRATEGIC AND OPERATIONAL GOALS:

**GOAL 1** SHARE RELIGIOUS VISION

**GOAL 2** BUILD FLAGSHIPS

**GOAL 3** CULTIVATE LEADERSHIP

**GOAL 4** STRENGTHEN HADAR ISRAEL

### Fall 2024

- Launch College Shabbaton
- Determine best formats to share articulation of Hadar's full values
- Meaningfully increase relational engagement and marketing outreach
- Pilot Small Groups Initiative with 20 groups around the country
- Research and design *minyans* strategy (e.g. training, resources, incentives for *minyanim*)
- Pilot new offerings to engage local community of all ages in NYC Yeshiva, including college cohort
- Design and launch Hadar's research division
- Hone our strategy for cultivating college leadership and college fellowships
- Continue to partner with the Shalom Hartman Institute on a Teen Leadership Initiative
- Refine the Prayer Leader Fellowship to rotate through different populations, focusing on NYC
- Create and promote resource videos from Hadar's Rising Song Institute to reach target populations
- Support and leverage Hadar's *kehillot* network of 50+ communities
- Produce new content for Israel audience
- Redesign and invest in *Amitim* (college student fellowship) and the Elul program (month-long immersive) to reach target audiences
- Distribute strategic microgrants to embed and actualize Hadar's religious vision
- Support and train leaders of *minyanim* in Hadar's *minyan* network
- Grow and experiment with new *tefillah* programs and videos, targeted to expand ritual leadership
- Redesign and implement new *yeshiva* alumni strategy

### Spring 2025

- Launch annual regional and locally-based Shabbaton
- Launch annual Hadar Teen Summit
- Design and experiment with Project Zug strategy
- Research and select college campuses and professionals for Hadar's campus initiative
- Deepen relationship with Camp Yavneh
- Launch partnership with an additional camp, for a total of 2 summer camp partnerships
- Update slate of immersive programs
- Expand Summer Beit Midrash, anchored by multi-week summer program for young adults
- Host initial Israeli National Shabbaton
- Hone and expand slate of learning opportunities in Jerusalem, Tel Aviv, and Be'er Sheva
- Experiment with new music-based programs
- Create and implement content production and distribution plan
- Evaluate slate of immersive programs in Jerusalem
- Design second flagship learning institution outside of Jerusalem



## Fall 2025

- Host National Shabbaton (every 3 years)
- Create regional engagement plans
- Publish “Sweeter Than Honey” *Devash* books for young children
- Launch Hadar presence on 2 college campuses
- Launch new initiatives to support independent *minyanim*
- Launch program for entrepreneurial rabbis
- Produce initial output from research division (e.g. conference, written essays, *teshuvot*)
- Launch Hadar Values Project in Hebrew
- Launch new Jerusalem *beit midrash* programs and events to engage local community of all ages
- Convene daily *minyan* in Jerusalem *beit midrash*
- Run biannual seminar for strategically selected teachers

## Spring 2026

- Transition Teen Summit to annual Teen Shabbaton
- Reach 450 students annually in Maimonides Moot Court Competition
- Evaluate and align all Hadar podcasts to best spread the vision
- Expand the Small Groups Initiative, with at least 150 groups
- Work closely with 2-3 entrepreneurial rabbis to determine location and timing of new *shul* communities
- Explore Pedagogy of Partnership (PoP) certification opportunities for rabbis and educators

## Fall 2026

- Implement new Project Zug strategy
- Transition from weekly magazine to focus on *Devash* books
- Pilot programs targeted to *Devash* readers (e.g. parent learning, new holiday content)
- Launch the second cohort of Hadar’s 4-year ordination program
- Evaluate our Jewish professional leadership opportunities

## Spring 2027

- Publish Hadar Haggadah
- Explore additional summer camp partnerships

## Fall 2027

- Publish and widely distribute Hadar’s values in multiple formats
- Launch on 3 more college campuses, for a total of 5 campuses
- Launch first cohort of Hadar Gap Year Program in Israel
- Launch new *shul* communities in 1-2 other locations
- Build toward launching pre-army *yeshiva* program by exploring partnership and determining best strategy
- Launch second flagship learning institution outside Jerusalem

## Spring 2028

- Offer robust slate of updated learning, singing, and prayer opportunities that are aligned to reflect the religious vision
- Hadar Press will publish 3 additional titles
- Publish complete 5-volume set of *Devash parashah* books
- Reach 600 students annually in Maimonides Moot Court Competition
- Expand Project Zug learners in target audiences
- Experiment with new model for Pedagogy of Partnership
- Expand initiatives to support independent *minyanim*
- Launch 2-3 new *shul* communities
- Double the number of annual participants at NYC Yeshiva
- Train over 250 educators each year in Pedagogy of Partnership
- Pedagogy of Partnership will work in at least 8 additional schools, for a total of 36 schools
- Establish criteria for and identify a Pedagogy of Partnership model school
- Translate books by Rabbis Shai Held and Yitz Greenberg into Hebrew
- Host second National Shabbaton



# SUMMARY FINANCIALS

<b>Revenue</b>	FY 2025	FY 2026	FY 2027	FY 2028
Direct Revenue	\$1,415,227	\$1,771,549	\$1,526,500	\$2,299,036
Foundation Revenue	\$6,992,061	\$9,085,685	\$9,370,037	\$9,921,532
Individual Revenue	\$3,800,000	\$4,650,000	\$5,200,000	\$5,820,000
<b>TOTAL REVENUE</b>	<b>\$12,207,288</b>	<b>\$15,507,233</b>	<b>\$16,096,536</b>	<b>\$18,040,568</b>

<b>Expenses</b>	FY 2025	FY 2026	FY 2027	FY 2028
<b>Program Expenses</b>				
Goal 1: Share Religious Vision	\$4,555,295	\$5,441,566	\$5,163,983	\$5,315,245
Goal 2: Build Flagships	\$2,216,234	\$2,906,068	\$3,338,533	\$4,520,980
Goal 3: Cultivate Leadership	\$2,676,975	\$4,003,758	\$4,243,936	\$4,553,403
Goal 4: Israel Initiative	\$1,597,517	\$1,943,453	\$2,041,343	\$2,229,267
<b>Total Program Expenses</b>	<b>\$11,046,021</b>	<b>\$14,294,845</b>	<b>\$14,787,795</b>	<b>\$16,618,896</b>

<b>Organizational Administration Operations</b>				
Personnel	\$1,013,531	\$1,067,802	\$1,143,821	\$1,195,257
Finance & Development Expenses	\$50,000	\$55,000	\$60,000	\$65,000
External Evaluation & Strategic Planning	\$25,000	\$50,000	\$50,000	\$100,000
<b>Total Organizational Administration Operations Expenses</b>	<b>\$1,088,531</b>	<b>\$1,172,802</b>	<b>\$1,253,821</b>	<b>\$1,360,257</b>
<b>TOTAL EXPENSES</b>	<b>\$12,134,552</b>	<b>\$15,467,647</b>	<b>\$16,041,617</b>	<b>\$17,979,153</b>

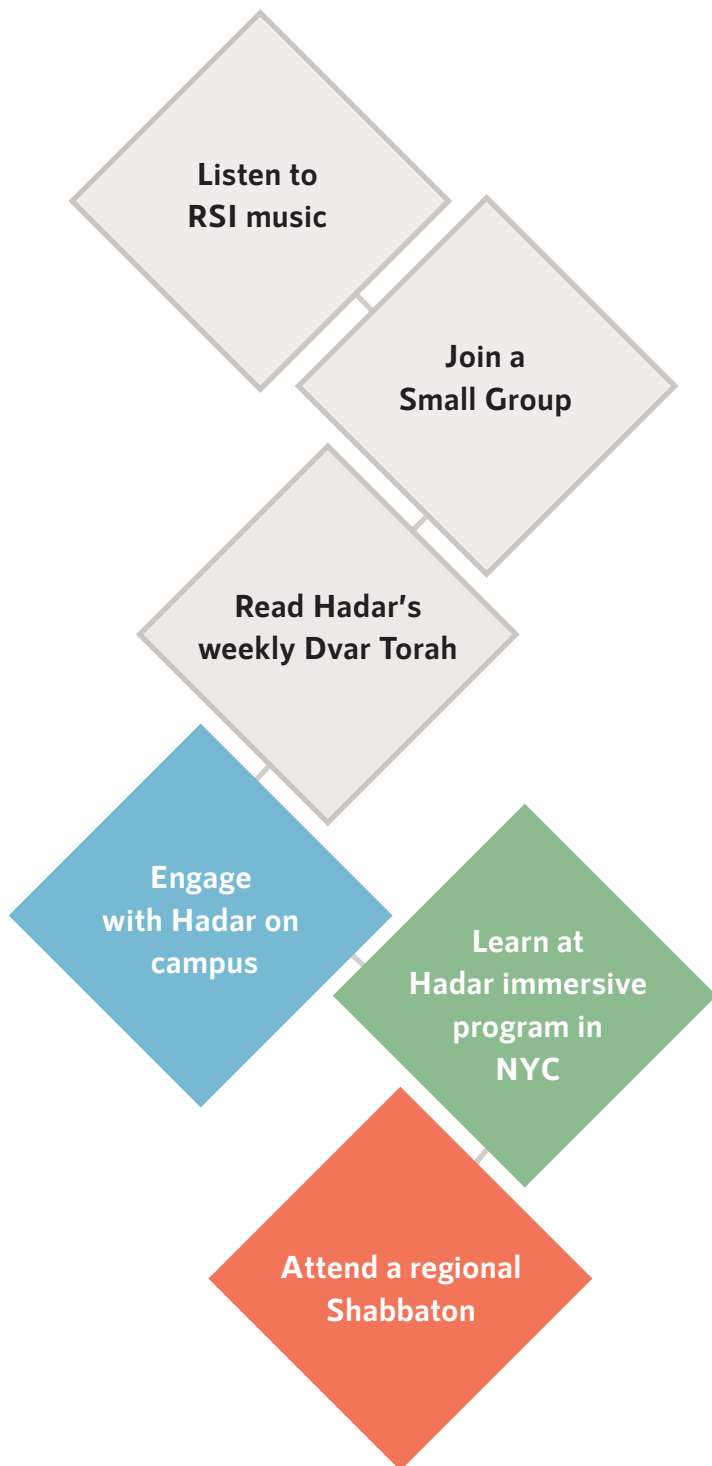


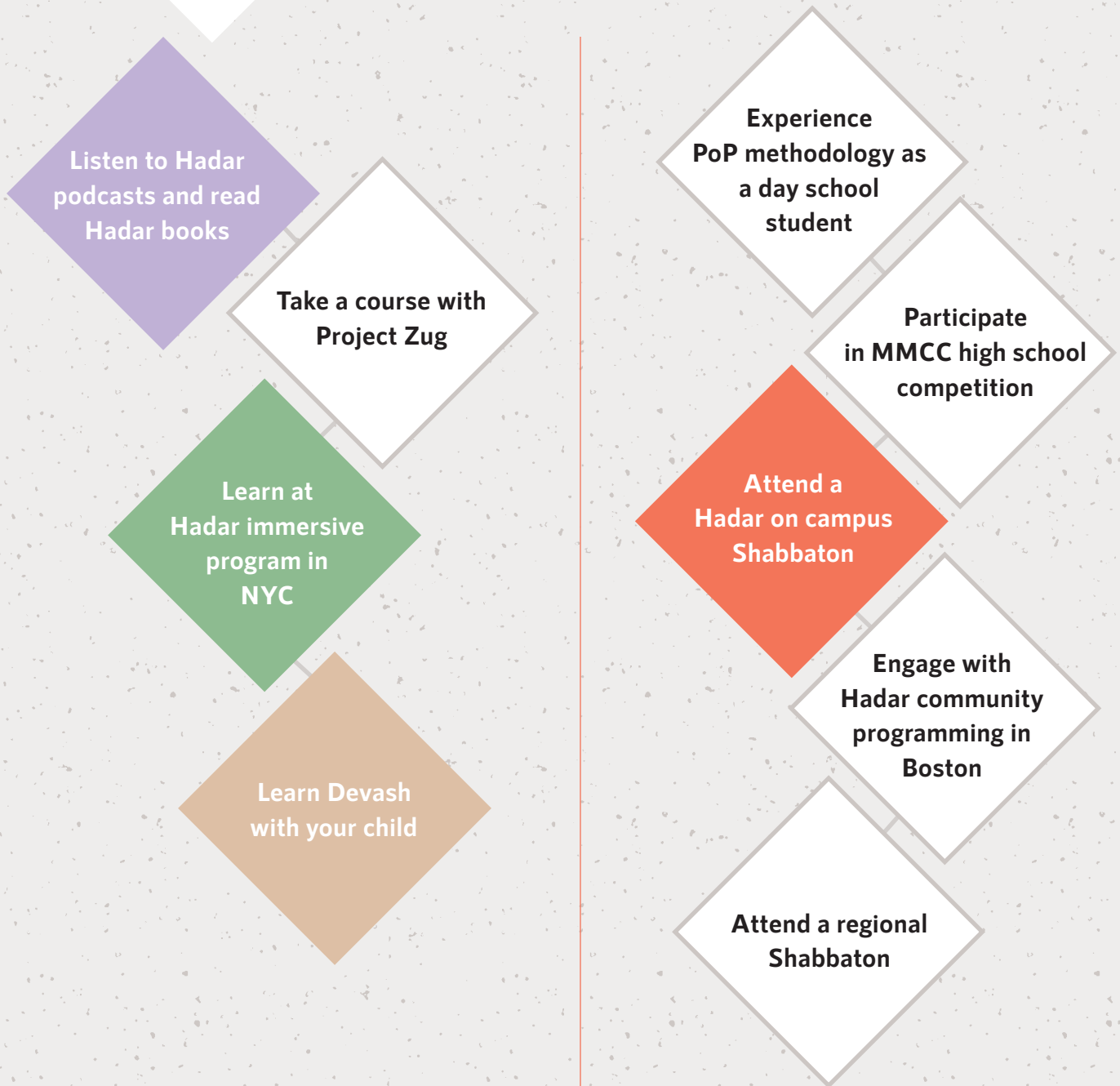


# HADAR JOURNEYS

**HADAR'S PROGRAMS AND INITIATIVES** are designed to reinforce each other, offering thick experiences and a consistent presence in people's lives, from childhood to adolescence to adulthood. These are just a few examples of how the different aspects of this vision can converge to shape a vibrant, inspired life of Torah, Avodah, and Hesed.

## What will your journey look like?








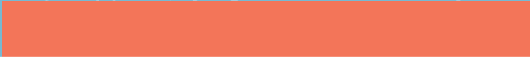
# CONCLUSION

**NAVIGATING THE UNCERTAINTIES** of the present moment requires a sense of mission and purpose. The communal and denominational structures of Jewish life are being reevaluated and reconfigured, and we need Jewish voices that can speak to the entirety of the Jewish people. Hadar is uniquely positioned to offer a compelling vision of Jewish life and community, to inspire, educate, and convene Jewish people—in both the U.S. and Israel—in a deeply meaningful way.

The moment calls not only for continuing our original mission, but also for ambition and taking risks. In a time of division, we need an articulated religious vision that is strong and clear, while highlighting multiple voices and perspectives. In a rootless age, we need communities that people can call home, whether in their local neighborhoods, on campuses, or as part of national networks. We need to invest in leaders who will devote their lives to the holy task of serving the Jewish people and, through them, the broader world. In an age of Jewish insecurity about the future, investing in *both* the Diaspora and Israel as a strategic partnership for the sake of Jewish flourishing is more important than ever.



Hadar is uniquely positioned to offer a compelling vision of Jewish life and community.





TORAH · AVODAH · HESED

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