

The Hadar Institute Strategic Plan

2021-2024







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January 1, 2021

We are proud to share Hadar’s new strategic plan, which will guide an extremely ambitious and exciting phase of further growth over the next four years. Using this plan as a guide, Hadar will reach many more people, shape more communities, and share much more Torah, offering insight and inspiration that will have a real and lasting impact on Jewish lives across the country, and around the world.

Hadar has just completed the implementation of its first formal strategic plan (2016-2020), and we are pleased to report that the process has been a resounding success. Hadar’s faculty and staff greatly exceeded the goals set out in that plan, in breadth of impact and organizational growth. Based on this impressive achievement, we are confident in our ability to take Hadar to the next level of growth, allowing us to reach, and bring into Hadar’s content and programming, a broader cross-section of the Jewish world.

We are grateful to the Aviv Foundation, whose generous support enabled us to work with the TCC Group in creating this plan. We are also grateful to the Hadar faculty and staff, Board of Directors, and dozens of committee members who offered their time and wisdom in the process of creating this plan.

We hope that you find this plan as impressive and exciting as we do, and we invite you to join us in making Hadar’s dream into a lived reality for Jews seeking a meaningful way to connect with Judaism and Jewish tradition.

David Gilberg
Chair of the Board

Susan Weiss Firestone
Chair of the Strategic Planning Committee





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Our Core Values

Torah | תורה

- Passionate Torah study that is rigorous, nuanced and sensitive to the full range of human experiences, combining critical study and intellectual openness with religious hunger and expression.
- A community where Torah study is widely practiced and peer-reinforced, that values Torah literacy and fluency, based on the conviction that the Torah is the birthright of all Jews.
- A community that is at home in and contributes to the conversation of Torah, which is experienced as a powerful way to address life's deepest questions.

Avodah | עבודה

- Jewish practice that is attentive and consistent, including communal prayer that is spiritually and emotionally resonant.
- A community that embraces mitzvot with a full heart and through peer-reinforced practice, which engages our deepest ethical and religious instincts.
- A commitment to gender equality in practice, leadership and citizenship as the proper application of Torah to contemporary reality, motivated by the importance of encountering each and every human being as the image of God.

Hesed | חסד

- Hesed—love manifested as kindness—is an underlying principle of religious life and is rooted in the recognition of humanity's creation in the image of God.
- There can be no service of God without a journey to greater kindness, empathy and sensitivity; when Torah is studied properly—with heart and not just mind, with vulnerability and presence—it ought to lead to a life of hesed.
- A community that is characterized and animated by hesed, such that Torah study, practice of mitzvot, and interpersonal interactions are all shaped by this central value.

Vision

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

Mission

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

Impact Statement

Hadar's strategy to realize our vision has two parts; each is crucial for the realization of our ultimate goal:

1. Building a core of individuals and communities that lives out our vision of Torah, Avodah, and Hesed;
2. Ensuring that this core radiates out to those in the larger Jewish community who can participate in and shape its vision.



Executive Summary

Strategic Plan 2021-2024

Goal 1: Vibrant Center

Goal 2: Lived Judaism

Goal 3: Meaningful Torah

Goal 4: Our Work in Israel

Goal 5: Organizational Capacity



GOAL 1

Vibrant Center

Strengthen our immersive learning center (yeshiva) to fully anchor all parts of our vision.

Hadar's vibrant center, our yeshiva, will become a powerhouse in the years ahead, and will be the engine that drives our broader work in the world. We will **invest in people**—our growing faculty and a new 4-year Kollel (advanced learning program) training future teachers and leaders.

We will **expand our immersive programs** (ranging from several days to several years) by recruiting a broader range of participants and experimenting with new formats. We will **dramatically increase learning opportunities** through classes, lectures and Jewish rituals as we will build substantive in-person and online learning opportunities that are accessible to more people.



GOAL 2**Lived Judaism**

Enable Jews to meaningfully explore and sustainably live out Hadar's holistic vision of Jewish practice.

Judaism is meant to be lived, and Hadar intends to reach more Jews in the natural rhythm of their lives. The beauty of Jewish life is its richness and multiple avenues for connection and engagement.

We will...

- Engage deeply with children and families, empowering our youngest community members to live out Judaism at home.
- Double enrollment in our online study platform, [Project Zug](#), which allows people to engage with texts—and each other—on their own schedules.
- Expand the reach of [Pedagogy of Partnership](#), which uses havruta to cultivate empowered and meaningful Jewish learning.
- Enable people to feel the powerful **relevance of Torah to their lives**, through skills-based online and local classes.
- Reinvigorate prayer and communal singing through our [Rising Song Institute](#), with new melodies to lift up ancient words.
- **Convene alumni** and others seeking to experience and live Hadar's vision in gatherings to build **networks** and **community**.

GOAL 3

Meaningful Torah

Maximize the impact of Hadar's Torah by reaching more people in more ways through meaningful content.

Torah is the beating heart of the contemporary Jewish community. Hadar will teach and publish Torah that is uncompromisingly honest, spiritually meaningful, and speaks to today's most pressing social issues. We will maximize the impact of Hadar's Torah by:

- Generating and sharing **enduring ideas** through books and publications that will be relevant decades into the future.
- Making content that is **widely accessible** and speaks to a broad audience.

A central piece of this work will happen through the [J.J. Greenberg Institute for the Advancement of Jewish Life](#) (JJGI), devoted to the teachings of Rabbi Yitz Greenberg.



GOAL 4

Our Work in Israel

Enhance the visibility, vitality and acceptance of Hadar's model in mainstream Israeli society.

We believe that to realize the full potential of contemporary Jewish life, there must be a **deep relationship between North American and Israeli Jewry**. We are building Hadar's presence in Israel and investing in Israel-based programming and staffing, in order to **promote Hadar's values in mainstream Israeli society**. We will do this by:

- Fostering rigorous learning in a gender-egalitarian yeshiva.
- Creating learning opportunities to expand our audience beyond typical demographic and religious boundaries.
- Supporting our alumni in Israel.
- Partnering with a broad range of Israeli communities.



GOAL 5

Organizational Capacity

Build the organizational capacity, structure and foundation to achieve and uphold Hadar's goals.

Achieving these ambitious goals will require **significant upgrades to our organizational capacity**.

This will include investments in: the recruitment and retention of a growing faculty and staff, more sophisticated marketing and communications, new data systems and technology, and a brand-new long-term facility. Through new multi-year gifts, as well as increased revenue, we plan to expand from a budget of about \$5.6 million in 2020 to **more than \$10 million** in 2024.

With proper support and resources, Hadar is poised to transform Jewish life across the country and around the world.





Background & Past Growth

OVER THE PAST FOUR YEARS, THE HADAR Institute has grown significantly, reflecting increased demand for our content and our model of teaching and learning. Under our first strategic plan (2016-2020), Hadar **more than doubled** in size, audience and impact. We have shaped the Jewish lives of many more participants, while continuing to make Torah study of the highest quality accessible to a broad audience.

The 2016-20 Strategic Plan included three programmatic goals, as well as an organizational capacity goal to help us build the infrastructure necessary to implement our programmatic goals. The three programmatic goals were:

- To strengthen and expand Hadar's **immersive programs**.
- To **support and strengthen communities** around the country.
- To impact diverse audiences through **powerful content**.

Articulate definition of fluency

Become familiar with Fluency Standards

Learn about resources for implementing Fluency Standards

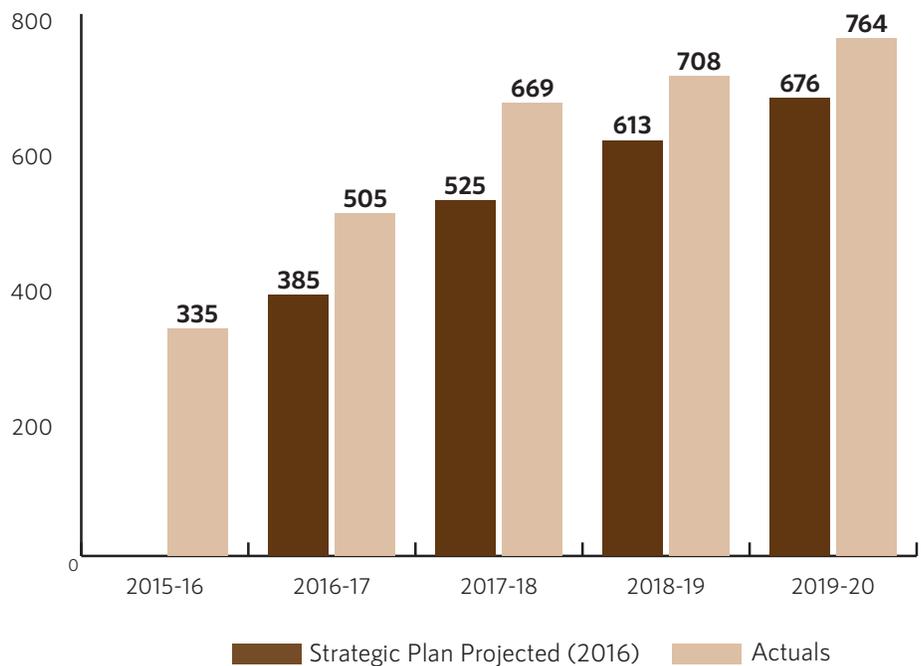


Immersive Programs

OUR **IMMERSIVE PROGRAMS** RANGE IN DURATION from several days to several years, serving both Jewish professionals (such as day school teachers, rabbis, and foundation professionals) and laypeople from a variety of audiences (including college students, retirees, music lovers, and so many others). Participation in these programs has **more than doubled** between 2016 and 2020, reaching close to 800 people annually, and far outpacing the growth predicted in the strategic plan.

While these numbers are impressive, it is important to note that Hadar’s commitment to offering programs of the highest quality has not changed. A formal multi-year evaluation from Rosov Consulting shows Hadar's immersive programs have a **deep and lasting impact** on the Jewish lives of participants, strengthening and empowering them to lead more actively committed Jewish lives. This, in turn, had a powerful impact on their Jewish communities.

IMMERSIVE PROGRAM PARTICIPANTS



“Hadar was my introduction to Jewish life and thought. It was the first place I had role models for how to live a deeply committed, gender-egalitarian life, and has helped me to develop a deep identification with the Jewish tradition.”

YESHIVAT HADAR ALUM

Support & Strengthen Communities

WE HAVE **SUPPORTED AND STRENGTHENED**

communities around the country in myriad ways. Rosov's evaluation discovered that Hadar's "alumni go on to be actively engaged in their communities, taking on important projects that are supported and/or inspired by Hadar."

45

Alumni Microgrants
awarded in 2019

650

Attendees at our 2020 National
Shabbaton, from over 100 cities

10,000

Downloads of resoures
produced for teachers
and educators

1,985

Participants in 2019-20 cycle
of Project Zug, our online
partner-learning initiative

4

Major cities hosted regional
inititiatives: New York,
Boston, Washington DC,
& Philadelphia

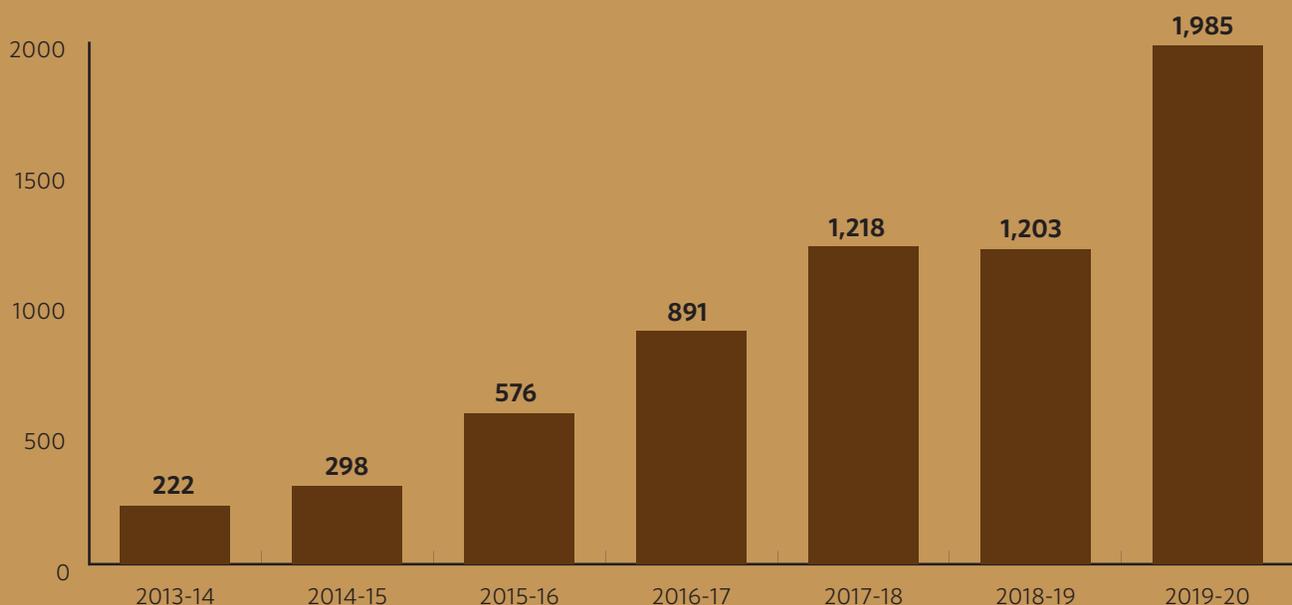
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Downloads and streams of
recordings in our online library
of Jewish prayer services and
melodies

“Project Zug offers an easy on-ramp to making Torah learning a regular practice in people’s lives. It has certainly become part of my life!”

2020 PROJECT ZUG PARTICIPANT

PROJECT ZUG PARTICIPANTS



Powerful Content

OUR **CONTENT** HAS HAD A STRONG AND LASTING impact on thousands of people across the globe. **In the past year alone**, Hadar's online content (essays, podcasts, recorded lectures) was downloaded or streamed over **2.7 million** times, live participation in lectures and classes jumped to over 30,000, and the Rising Song Institute continues to create and record new music - including 3 albums and numerous other recordings, which have been streamed or played hundreds of thousands of times.

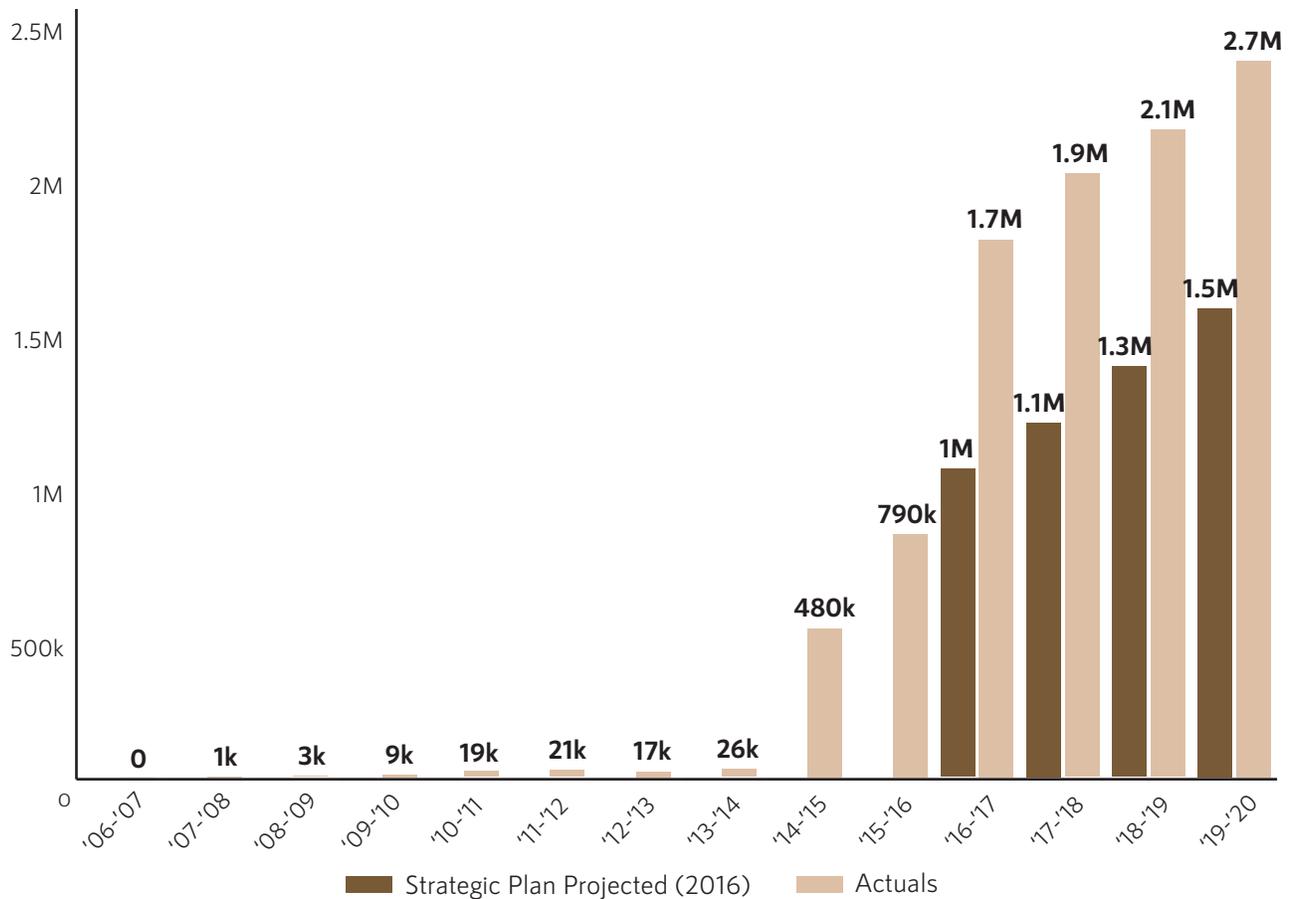
The Rosov evaluation found that Hadar's content is consumed by a "wide range of individuals" - an even split between people under 30, 31-50 and over 50, with a broad educational background (65% did not attend Jewish day school). Hadar's content has a strong influence on those who use it, "providing a way to think about Judaism differently than before, creating tangible changes in their lives." Many people are "using Hadar's content to create community."



“Hadar lectures have broadened and deepened my understanding of core Jewish texts and ideas. They have affected how I think, talk, and live Jewishly.”

HADAR LECTURE SERIES ATTENDEE

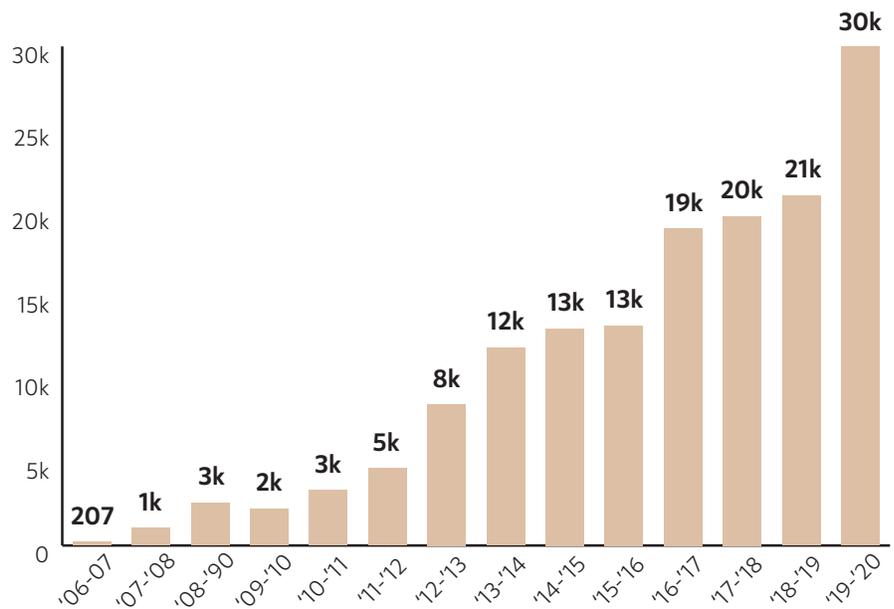
CONTENT DOWNLOADS & VIEWS



Public Programs during COVID-19

HADAR WAS EXTREMELY EFFECTIVE IN SHIFTING ALL of our programming and operations online in **response to the Covid-19 pandemic**. We pivoted quickly and efficiently, adapting existing programs and creating new programs tailored to meet the needs of this moment. We offered high-quality virtual immersives, expanded the numbers learning with Project Zug (our havruta-learning platform), and created **hundreds of online lectures and regular classes**, as well as launching robust family and children’s programming - an entirely new initiative for Hadar. The 100%-online format necessitated by Covid has created new opportunities for Hadar’s teaching and learning, and enabled us to reach a far broader audience - **ten times** as large as our normal programming cycle. In this time of great uncertainty and suffering, many people are seeking meaning and wisdom, and are looking to Hadar for Torah that speaks to both the heart and soul.

PUBLIC PROGRAM PARTICIPATION

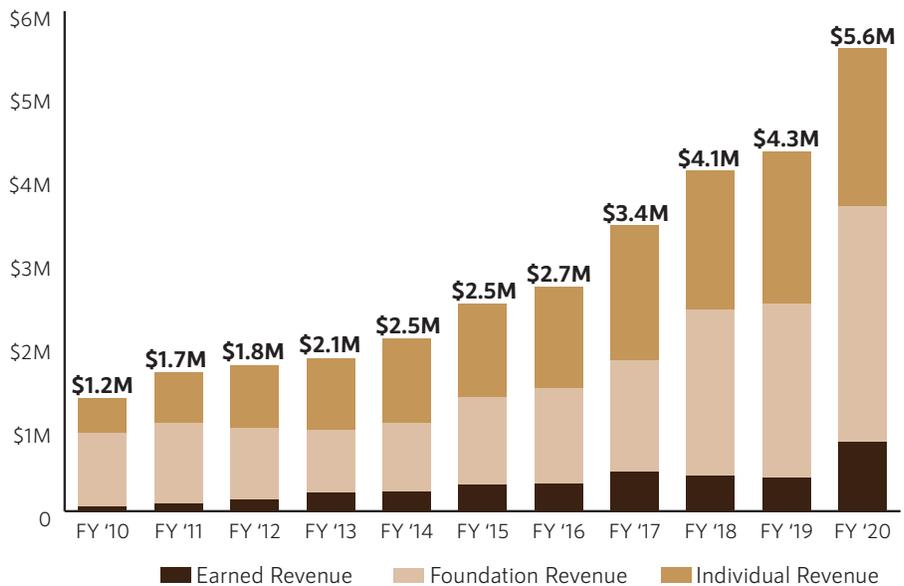


*2019-2020 Stats Do Not Include Social Media

Organizational Growth

FINALLY, HADAR HAS GROWN SIGNIFICANTLY IN **organizational reach and capacity** in the past four years. We have nearly doubled our staff and our budget, outpacing our original 2016 goals. We completed a logo and branding redesign, opened new offices in multiple cities, and welcomed major new supporters to our ranks. Our board now has national representation, with clear governance and responsibilities. **Hadar is recognized as a top Jewish organization**; a leader in the start-up world that emerged into full organizational maturity. We are well positioned for the next stage of organizational growth.

HADAR REVENUE GROWTH



Hadar's Next Stage

Our New Strategic Plan

Goal 1: Vibrant Center

Goal 2: Lived Judaism

Goal 3: Meaningful Torah

Goal 4: Our Work in Israel

Goal 5: Organizational Capacity

WE ENVISION A WORLD IN WHICH JEWISH LEARNING is spiritually uplifting, intellectually compelling, and ethically challenging; a world in which Jewish prayer stirs our souls, moves our hearts, and enlivens our minds; a world in which being present for one another in moments of need is truly understood as Judaism's highest value. We envision a world in which these commitments to Torah, Avodah, and Hesed are inextricably intertwined and form the very core of our lives—as individuals, as communities, and as a people.

The Hadar Institute works to propel this world forward by empowering Jews to create and sustain vibrant, practicing, egalitarian communities animated by Torah, Avodah, and Hesed.

This has been and remains our mission, our guiding principle. We have never known this to be truer than in these challenging times. And so, as we enter a new strategic phase, our values, our vision and mission remain the same. We feel energized to have clarity about our direction, even as our renewed goals and objectives—outlined below—will focus us on new areas of growth. In the years ahead, **we will double down on our mission and vision** to become a central piece of the contemporary Jewish landscape, aiming to leave our mark on a generational scale.



GOAL 1

Vibrant Center

לא דומה שומע לדואה

"Hearing about something cannot compare to seeing it with your own eyes."

MEKHILTA, YITRO 2

Strengthen our immersive learning center (yeshiva) to fully anchor all parts of our vision.

Building a life of steady commitment requires inspiration. And second-hand reports are never a replacement for encountering something directly with full force.

Hadar's ideas and vision, our distinctive cluster of values and commitments described above, achieve their full impact when people experience them for themselves in an integrated fashion. Our vibrant center of learning, our Yeshiva, is the hub for our immersive programs, which invites people into a holistic space of Jewish purpose and commitment. That center is also the space from which we lead, model, inspire and connect.

Hadar is known for its **sophisticated and meaningful Torah**: step into our center and you can hear a faculty member teaching with passion in their own voice, speaking to a community that is living out that Torah in real time.

Hadar is known for its **commitment to gender equality**: step into our center and you will see what it feels like for that principle to strike deep roots in our most ancient texts and prayers.

Hadar is a **network of people who share a quest for purpose and meaning**: step into our center and meet people from all over who can be your fellow travelers on that journey for the rest of your life.



“Hadar gave me confidence to engage with text, and to teach text to others. The process of developing the ‘Living Room Learning’ sticks with me as a guide for developing text studies to share, and gave me the confidence to teach text in that way.”

YESHIVAT HADAR ALUM

For our vision to strike deeper roots and have broader reach, we will invest more deeply in the vibrant center that serves as a flagship for who we are, enables us to engage people in depth, and catalyzes Jews to build communities driven by our values. We will do this by **investing in people**—a growing faculty with time to learn, teach and write, alongside an Advanced Kollel that will graduate a cohort of rabbis and educators by 2023. These leaders and teachers will model the full synthesis of what we stand for and will drive our vision forward.

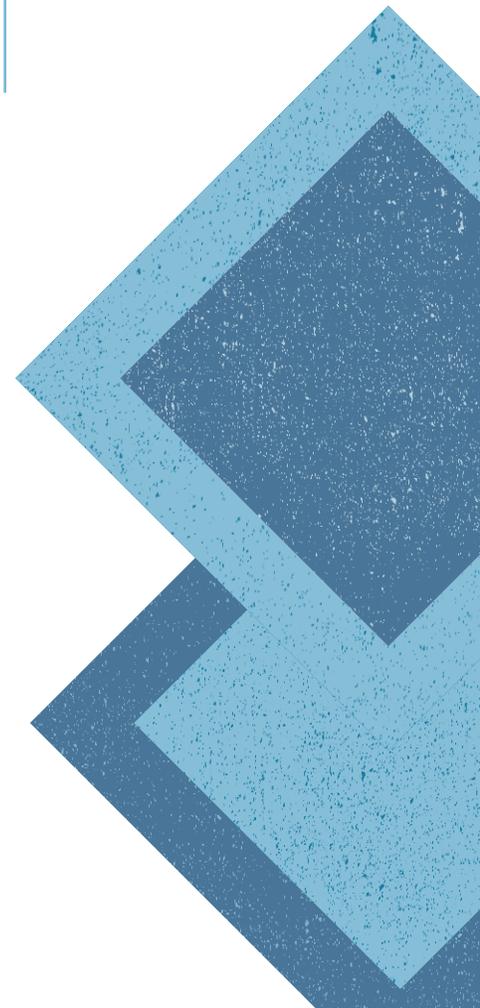
We will **expand the reach of our immersive programs**—recruiting from a broader base and developing new modes of cohort-based programming. As always, our programming will be demanding, engaging and accessible. We will **dramatically increase our class offerings** by continuing the trend of 2020, which saw our engagement numbers explode as we moved more intentionally into our online space, but also by capitalizing on pent-up desire to convene as people return to gather and learn in person again.

We will offer classes that focus on skills, empowering people not only to learn with us, but also to acquire tools that will enable them to contribute to their home communities.

Hadar's vibrant center will become a powerhouse in the years ahead, and it will be the engine that will drive our broader work in the world.

“Having the opportunity to study Talmud in a serious environment, being treated as a full member of a learning community was particularly meaningful to me.”

HADAR IMMERSIVE
PARTICIPANT



GOAL 1

Vibrant Center

Objectives

1. MODEL & INSPIRE

Enhance the vitality and visibility of Hadar's flagship to embody our egalitarian practice of Torah, Avodah and Hesed, and set the tone and direction of our vision.

OUTCOME

Hadar's flagship Yeshiva inspires more people and influences their lives more deeply.

SELECTED BENCHMARKS

- Double the number of annual participants in large events by 2024.
- Run 2 ritual programs (e.g. Tisha B'Av, Erev Yom Kippur, daily minyan, omer counting) annually by September 2022; 5 annually by September 2024.
- Run at least 2 "Yeshiva weekend" events at select communities by May 2024.

2. ENGAGE

Increase opportunities for a broad range of people motivated by our vision (community members, lay-leaders, Jewish professionals, teachers and rabbis) to immerse in transformative experiences of learning, prayer and Hesed with passionate peers and teachers.

OUTCOME

More people have participated in Hadar immersive programs through increased opportunities.

SELECTED BENCHMARKS

- Engage 200+ people weekly in ongoing classes by May 2024 (both in person and virtually).
- Multi-day immersive programming (including Shabbatonim, week-long, month-long, summer, etc.) at Hadar will engage 1,000 people annually by September 2024.

"I am who I am, personally, professionally, and religiously because of Hadar."

YESHIVAT HADAR ALUM

3. EMPOWER AND CATALYZE

Foster leadership through building skills and networks among people committed to actualizing our vision.

OUTCOME

Hadar fellows and alumni build and strengthen communities as active participants and embedded leaders.

SELECTED BENCHMARKS

- New recruitment strategies for yeshiva fellowship programs implemented by August 2021.
- Implement 2+ strategies to intentionally recruit/invite students from a wider section of the Jewish community by August 2022.

4. INVEST IN LEADERSHIP

Educate and mentor a targeted number of future rabbis.

OUTCOME

Rabbis educated and mentored through Hadar are a driving force in advancing Hadar's vision and work in the Jewish world.

SELECTED BENCHMARKS

- Graduate first cohort of semikha students by December 2023.
- Pilot 2 new opportunities for Hadar alumni who are rabbis to connect and mentor each other by May 2022.

"[I now believe] we can have a progressive, committed, serious, rigorous Judaism! We don't have to pick one thing."

HADAR IMMERSIVE PARTICIPANT

GOAL 2

Lived Judaism

כי הוא חייך
ואורך ימך

“It is your life and
length of days.”

DEUTERONOMY 30:20

Enable Jews to meaningfully explore and sustainably live out Hadar’s holistic vision of Jewish practice.

Judaism is meant to be lived. We don’t just ponder God, we pray and we sing. We don’t only ruminate on the dignity of human beings, we engage in acts of hesed/kindness to others. We don’t merely learn texts, we translate them into practice. And most dramatically, the Jewish covenant calls for a lifelong commitment to all of these endeavors. Everything we do at Hadar is geared to making our values manifest in the world, taking them from the realm of theory into well-grounded, self-sustaining communities that fill people’s lives with practice and purpose.

As we move forward, we will invest with significant focus on enabling people to meaningfully explore and sustainably live out Hadar’s holistic vision of Jewish practice. For Hadar’s success to be lasting, we need to ensure that our vision is being lived out outside of our directly facilitated program spaces, that it is integrated in people’s personal and communal routines, wherever they may be.

The beauty of Jewish life and practice is its richness and its multiple avenues for connection and engagement; we will leverage that richness to engage people through multiple modes.

For so many, the life stage of raising children is when they take the fullest and most intensive ownership of their Judaism. We

will engage deeply with **children and families** in this next phase of our work, empowering our youngest community members and their families to live out Judaism in their home. No communal and religious vision can grow and prosper without a concrete investment in the next generation. And Judaism has always been built on investments in kids and those who are raising them. It is in the early years of life that we acquire the language and the patterns of thought that shape us for decades to come. This new division of Hadar will constitute ambitious and forward-thinking work in the coming years, as new programs and constituencies show that we intend our vision for Jewish life to have lifelong, multi-generational impact.

Everyone deserves the opportunity to be an **independent Jewish learner** who can connect with peers to enter the world of Jewish study: We will double enrollment in our online study platform, Project Zug, and we will expand the reach of Pedagogy of Partnership, which works with teachers to cultivate empowered and meaningful Jewish learning through havruta and other relational approaches in classrooms across the country. We will offer classes anchored around serious preparation of texts and the pursuit of longitudinal learning goals, all with the goal of enabling people to feel the powerful **relevance of Torah to their lives**.

Many people long to bring **prayer and song** into their lives. Our Rising Song Institute will reinvigorate prayer and communal singing with new melodies to lift up ancient words.

We will also **convene** alumni of our programs and others seeking to experience and live Hadar's vision in gatherings that will give participants a deep sense of **network** and **community**. Through national and regional conferences and in-person and virtual cohorts, we will link fellow travelers with one another, inviting people not only to engage with Hadar, but also to find allies and partners to make our vision for Judaism something that can follow you for your entire life.

This goal is dedicated to making Hadar's vision something you can **live out in your daily life**, whether or not Hadar faculty and staff are with you. Vibrancy and commitment can and should be found everywhere, not just in a yeshiva or other professionally programmed spaces. Taken together, our interventions in these areas will support Hadar's holistic vision for our growing community.

"[I learned] that Torah needs to be lived, as well as studied, and there are many ways to do that, exemplified by the teachers and students I learned with."

HADAR IMMERSIVE
PARTICIPANT

GOAL 2

Lived Judaism Objectives

1. RELEVANCE OF TORAH

Deepen ability of Jews to integrate Torah in the rhythm of their lives.

OUTCOME

More Jews integrate Torah and learning as a meaningful part of their regular routines.

SELECTED BENCHMARKS

- Launch Hadar's Children and Families Initiative; grow to over 200 participating families by 2024.
- Grow the Maimonides Moot Court Competition, to reach 800 high school and college students annually by 2024.

2. CONVENING

Convene subsets of Hadar's network to foster community and share best practices for building our world.

OUTCOME

Jewish communities are better able to live out Hadar's vision because of deepened connections between individuals with shared passions and skills.

SELECTED BENCHMARKS

- Run a National Shabbaton by December 2023.
- Run 1-2 Regional Shabbatonim per year by 2024.

3. HAVRUTA

Grow number of Jews who are engaging in Jewish learning in empowered and meaningful ways.

OUTCOME

Jews are better able to use the tool of Havruta for Jewish learning and enriching their spiritual lives.

SELECTED BENCHMARKS

- Refresh and grow Project Zug to double the number of annual participants to 4,000 by 2024.
- Expand Pedagogy of Partnership so that by 2024, 18 schools will have participated in PoP's Intensive program, and PoP will have trained 15 Coaches.



**“Hadar’s resources have
me thinking about
halakhah in a different
way and from a different
perspective. I really
enjoy the complexities
and the topics are
relatable.”**

HADAR CONTENT USER

4. PRAYER & SONG

Empower more Jews to experience traditional Jewish prayer and song as meaningful, vibrant, and important in their lives.

OUTCOME

Jews more fully embrace song and communal prayer as central to their spiritual lives.

SELECTED BENCHMARKS

- Grow Hadar's Rising Song Institute so that by 2024, over 2,000 people per year will participate in communal singing events (in-person or virtual) around the country, there will be over 300,000 music streams, views and downloads per year, and RSI Records will produce at least 1 new album per year.
- Offer ongoing virtual or local Beit Midrash classes on prayer and liturgy by December 2020.

5. ALUMNI

Develop and tailor alumni initiatives to advance Hadar's mission in their local communities.

OUTCOME

Hadar alumni draw strength from each other, and Hadar's vibrant center, to build the world we envision.

SELECTED BENCHMARKS

- Launch an Alumni Initiative Board by December 2020.
- By 2022: Strengthen connections between alumni through alumni Shabbaton, and launch new alumni strategy to reflect our growing alumni community.

6. PEER-REINFORCED PRACTICE

Explore new ways to build, support and strengthen communities to live out Hadar's vision of Jewish practice in sustainable and holistic ways.

OUTCOME

More communities live out Hadar's holistic vision of egalitarian Jewish practice.

SELECTED BENCHMARK

- Create 2 new initiatives (e.g. resources for egalitarian Jewish marriage) by 2024.

GOAL 3

Meaningful Torah

תורה ללמדה -
זוהי תורה של
חסד

"A Torah of kindness is one that is meant to be shared with others."

BABYLONIAN TALMUD,
SOTAH 49B

Maximize the impact of Hadar's Torah by reaching more people in more ways through meaningful content.

Without content, without Torah, there is no beating heart to contemporary Jewish community. In 21st century America's world of virtually limitless possibilities, a world in which ethnicity no longer meaningfully binds and in which Judaism competes in a marketplace of ideas, Judaism must offer a sense of mission and purpose in order for it to be compelling.

People don't choose a millennia-old religion because of its comfortable correspondence with the familiar and the conventional. They choose it because of its transcendent power and its ability to critique and direct one's life. **Judaism, anchored in Torah, beckons by imagining who you might be instead of simply reflecting back at you that which you already are.**

When Torah—the treasure trove of Jewish wisdom accumulated by our people—stands at the heart of Jewish life, that sense of relevance and importance becomes palpable. Jewish individuals and communities are at their most compelling when on a path of self-discovery, when they are engaged in deep learning about what is demanded of them as human beings and Jews. Belonging for the sake of belonging alone is no longer enough. Our commitment to building Jewish community has thus always entailed a commitment to innovative, compelling and relevant Jewish content.

For over a decade, Hadar has not only run programs and networked people together, but also has taught and published Torah that is **uncompromisingly honest, spiritually meaningful, and socially responsible**. We have seen how our content has enabled us to engage a vastly broader audience than we can touch through our intensive programming alone. And an assessment conducted by Rosov Consulting showed how durable the impact of this content is: People don't just consume Hadar's content; it accompanies them for years and changes their attitudes and behaviors in measurable ways.

Now is our moment to maximize the impact of Hadar's Torah by investing further in our ideas. We plan to focus primarily on two areas:

Generating and sharing **enduring ideas** that articulate values and approaches that we expect to be relevant decades into the future. We intend to publish a signature book every year, to convene gatherings of scholars and teachers to explore new topics of this sort, and to align a subset of our programs to develop teaching and thinking that we expect to have long-term effects on Jewish life.

Making **widely accessible** content that provocatively engages with the contemporary world through Torah to a broad audience. We are thrilled that a central piece of this work will happen through the J.J. Greenberg Institute for the Advancement of Jewish Life (JJGI), which will be devoted to the propagation of the teachings of R. Yitz Greenberg through videos, short essays, podcasts and other formats. JJGI will also serve as a catalyst for extending the reach of Hadar's Torah more broadly as we use these same strategies to spread the teachings of our larger faculty.

All of this will require significant investment in technology, a website upgrade and a talented team who can focus on taking our distribution systems to the next level. We know that Hadar's content offers a unique voice; it is time to make sure the world hears it at full volume.

"For a growing number of the members of our synagogue, Hadar has become a significant, if not principal, resource for Jewish education and for thoughtful, incisive, stimulating discussion and knowledge."

HADAR CONTENT
USER

GOAL 3

Meaningful Torah

Objectives

1. ENDURING

Generate and articulate core ideas and approaches that ground Hadar's vision and worldview in their fullest, most developed and enduring ways.

OUTCOME

Jews have increased access to Hadar's foundational ideas in substantial and enduring formats.

SELECTED BENCHMARKS

- Run 2 topic-specific convenings of leaders and educators to advance key projects by 2024.
- Publish 4 books by 2024.

2. PLATFORMS & METHODS

Evolve and expand Hadar's distribution platforms and dissemination methods.

OUTCOME

More Jews find their way to Hadar's Torah through new and different channels.

SELECTED BENCHMARKS

- Rebuild Hadar.org website as a premier resource for content by September 2023.
- Partner with 2 external distribution networks (such as MyJewishLearning.com, Sefaria, etc.) by December 2024.

3. WIDELY ACCESSIBLE

Influence greater numbers and a diversity of people in more digestible, diverse and distributable formats.

OUTCOME

More Jews are able to learn and understand Hadar's vision of Torah in accessible and creative formats.

SELECTED BENCHMARKS

- Integrate J.J. Greenberg Institute as part of Hadar to make foundational teachings of Rabbi Yitz Greenberg accessible to the next generation of leaders by March 2021.
- Create 3 new modes of content for Greenberg's ideas (e.g. Project Zug courses, animated videos, podcasts) by September 2023.
- Pilot 2 new professional-grade podcasts by December 2023.



GOAL 4

Our Work in Israel

כי מציון תצא
תורה ודבר ה'
מירושלים

“For Torah shall
emerge from
Zion and the
word of God
from Jerusalem.”

ISAIAH 2:3

Enhance the visibility, vitality and acceptance of Hadar’s model in mainstream Israeli society.

We live in a remarkable moment in Jewish history, at a period of one of the most creative and free Jewish diasporas there have ever been. While many are focused on demographic challenges and uncertainties in contemporary North American Jewry, it is undeniable that North American Jewry is enjoying a period of astounding creativity and is engaging fundamental questions of Jewish identity that have not been this deeply explored for millennia. In so many ways, the ideas and vision at the heart of Hadar could only have emerged from this moment in North American Jewish history, with the great privilege enjoyed by Jews living here.

We are also blessed to live at a time when Jewish culture has returned in force to the land of Israel. While the demographers can argue some of the finer points, there is no question that the plurality of deeply committed and engaged Jews in the world is once more located in Israel, such that it is again not only metaphorically, but also literally true that Torah issues forth from Zion and Jerusalem once more. Even as Israel faces so many deep and unsettling political challenges, the revolution wrought by the revival of Hebrew and a deep and broad Israeli investment in Jewish culture is irrefutable. As such, anyone seriously engaging with any vision of Judaism today must ask: how does this translate to and engage with an Israeli context? Visions that do not do this risk becoming a footnote in the broader sweep of Jewish history. In fact, we feel that there is a deeply symbiotic relationship between these two centers of Jewish

life. **Only when the North American center and the Israeli center work together can the full potential of contemporary Jewish life be realized.**

At Hadar, we are passionate about realizing our vision through the prism of the symbiosis of these two centers. We are unquestionably a North American institution by origin, but **we now have full-time faculty and staff in Israel**, and our North America-based faculty is bilingual and frequently teaches in Hebrew. We run immersive programs for Israelis in Hebrew in Israel, and we have begun producing original Hebrew language content that lives on our Hebrew-language website and that gets distributed to our growing Israeli constituency. We run an annual alumni conference in Israel for well over 150 Hebrew-speaking fellowship alumni who call Israel home, and an annual minyan conference for dozens of grassroots Israeli communities.

As we enter the next phase of our Israel programming, we are focused on turning the core ideas of Hadar into a viable pathway for committed Jewish living in an Israeli context. To do so, we will pursue many of the same strategies and goals we have been pursuing in North America, but with sensitivity to local Israeli conditions and needs.

Ideologically, we believe that the Jewish people is one people, and that its two major centers must be in deep relationship and dialogue. Practically, we see a future wherein Israeli Judaism will exert an increasingly influential role in key arenas of committed American Jewish life. In this world, one in which more and more of the most committed American Jews have had deep experiences in Israel, have had Israeli teachers and look to Israel as a major Jewish cultural center, even our North American successes will depend on integrating our vision and our content with Israeli Judaism.

We are excited to invest in our Israel-based programming and staffing as a fully integrated component of our strategic vision.

Hadar's presence in Israel will go from a suite of creative and successful programs to a presence on the ground that is recognizable as a meaningful social and religious network.

"Hadar was the first place that I had role models that observed halakhah in a gender egalitarian community."

HADAR IMMERSIVE
PARTICIPANT

GOAL 4

Our Work in Israel

Objectives

1. YESHIVA

Foster rigorous learning in an Israeli egalitarian yeshiva that does not compromise on core values or quality.

OUTCOME

Israelies connect to a vibrant center for robust, high quality, egalitarian Torah learning and living.

SELECTED BENCHMARKS

- Provide multiple Beit Midrash learning opportunities, including: the continuation of the Elul program and multi-day immersives, and the creation of 2 new regular learning opportunities annually (in-person or virtual) by June 2021.
- Launch 3 new short-term multi-day immersives by 2024.

2. REACH

Engage greater numbers of people in Israel through diverse accessible opportunities.

OUTCOME

Hadar's Torah and vision reaches an Israeli audience that expands beyond our typical demographic, geographic and religious boundaries.

SELECTED BENCHMARKS

- Explore collaborations: Maintain current collaborative activities with existing organizations and determine possibilities for additional and enhanced collaborations.
 - Launch 1 new collaboration by December 2021; 3 by December 2024.
- Create accessible content in Hebrew: Identify and publish 3+ key items of content annually by May 2022.

"Hadar has helped me to develop a deep identification with the Jewish tradition."

HADAR IMMERSIVE PARTICIPANT

3. ALUMNI

Support alumni in Israel living out Hadar's vision in their communities.

OUTCOME

Israeli alumni draw strength from each other, and Hadar's vibrant center, to build Hadar's vision in Israel.

SELECTED BENCHMARKS

- Run annual alumni conference by March 2022.
- Experiment with at least 2 new events/platforms for alumni communication by May 2023.
- Relaunch microgrant program with mentoring and networking components by October 2021.

4. DIVERSE COMMUNITIES

Empower and connect diverse communities that overlap with Hadar's vision in its broadest sense.

OUTCOME

A range of Israeli communities that are invested in core aspects of Hadar's vision connect with each other and are supported to drive their work forward.

SELECTED BENCHMARK

- Grow annual minyan conference by March 2021.

"The increase in Hadar programming outside of New York City during the last few years has been encouraging in terms of showcasing that the vision has broader viability and appeal."

HADAR IMMERSIVE PARTICIPANT



GOAL 5

Organizational Capacity

ואתה תחזה
מכל העם אנשי
חיל...ונשאו אתך

“Seek out
people who
can accomplish
great things...and
bear the burden
together.”

EXODUS 18:21-22

Build the organizational capacity, structure and foundation to achieve and uphold Hadar’s goals.

Achieving these ambitious goals will require significant upgrades to our organizational capacity. We need to grow in a range of areas so we can function with maximum professionalism, increase our efficiency and continue to be the healthy and supportive workplace we have been proud to be for over a decade. Each Leading Edge employee survey that we take consistently shows that members of our team believe strongly in our leadership and feel supported and engaged by our work. As we grow, we need to ensure that we maintain that ethos.

We are in this for the long term; we want members of our team who have so much to contribute to be able to do so sustainably and with a continued sense of commitment and purpose. We will invest in growing our faculty and staff in the coming years to ensure we can accomplish our ambitious programmatic goals in a sustainable manner.

We are excited to begin the process of moving to a new physical location for our central Yeshiva space and offices and to build into our budget meaningful resources allotted for spaces that will enable us to run programs that are of the highest quality.

Attaining this goal will mark Hadar’s arrival as a fixed part of the landscape of contemporary Jewish life. **We truly believe that when our team has the proper level of support and resources, the sky is the limit in terms of what we can achieve.**



GOAL 5

Organizational Capacity

Objectives

1. REVENUE GENERATION

Increase revenue to ensure Hadar achieves long term strategic goals (financial sustainability).

SELECTED BENCHMARKS

- Increase earned revenue by 75% by 2024.
- Increase individual giving (to 2,500 donors/year who give up to \$1,000, and 10 donors/year who give over \$100,000).
- Increase foundation giving by 75% by 2024.

2. MARKETING AND ENGAGEMENT

Invest in ability to market and communicate Hadar's core messages and recruit for all programs.

SELECTED BENCHMARK

- Hire engagement personnel in 4 priority cities (1 per city) by 2024.

3. STAFFING/HR

Invest in recruitment, retention and development of staff and faculty.

SELECTED BENCHMARKS

- Increased salaries for current staff and faculty for long-term viability by 2024.
- Hire 6 new full-time faculty by September 2023.
- Hire 4 new full-time staff to run new programs by September 2023.

4. GOVERNANCE

Maximize board ownership and contribution.

SELECTED BENCHMARK

- Welcome new board members to increase geographic diversity ($\frac{1}{3}$ of the board is non-tri-state area by September 2022).

5. FINANCE

Elevate financial processes to be in line with best practices.

SELECTED BENCHMARK

- Complete annual financial reviews, starting in 2020.

6. DATA AND TECHNOLOGY

Invest in technology and staff to optimize usage of data and create top-quality content.

SELECTED BENCHMARK

- Explore and invest in tools for more efficient internal communication, with a plan in place by 2022.

7. FACILITIES

Invest in facilities to keep pace with growth.

SELECTED BENCHMARKS

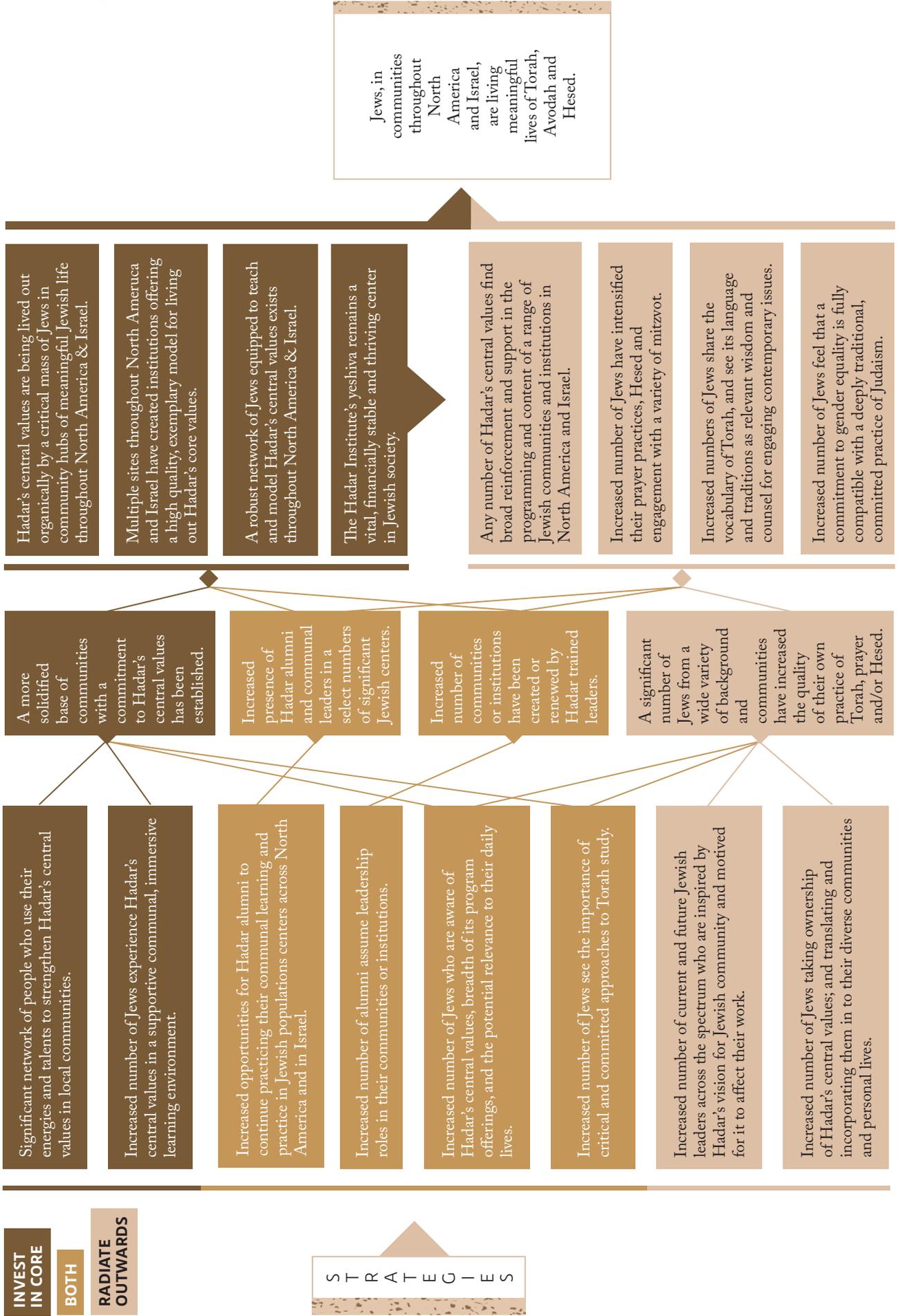
- Move New York yeshiva and office into upgraded facility by June 2023.
- Provide appropriate office and program space for non-NYC based faculty and staff (DC, Philadelphia, Boston, Jerusalem) by December 2022.

"I cannot express in words how uplifted I am by the heart, the energy, the generosity of spirit of all of the teachers, and the institution."

ONLINE CLASS PARTICIPANT



Theory of Change





External Evaluation Results

Rosov Consulting's Evaluation of Hadar's 2016-2020 Strategic Plan

AS PART OF OUR 2016-2020 STRATEGIC PLAN implementation, we engaged Rosov Consulting to do a comprehensive evaluation of our plan execution. For more than three years, Rosov evaluators surveyed and interviewed our program attendees and content users, often multiple times. The results are included in the pages below, and focus on the three major areas of our 2016 Strategic Plan:

- Immersive programs
- Support and strengthen communities
- Powerful content



FOCUS AREA

Immersive Programs

Strengthen and expand Hadar's Immersive Programs.

CENTRAL EVALUATION QUESTIONS

1. What does an Immersive Program offer?

Participants are energized by Immersive Programs at Hadar. Their reactions go beyond being highly satisfied. The experiences reverberate with meaning and concrete Jewish takeaways even 8 and 18 months later.

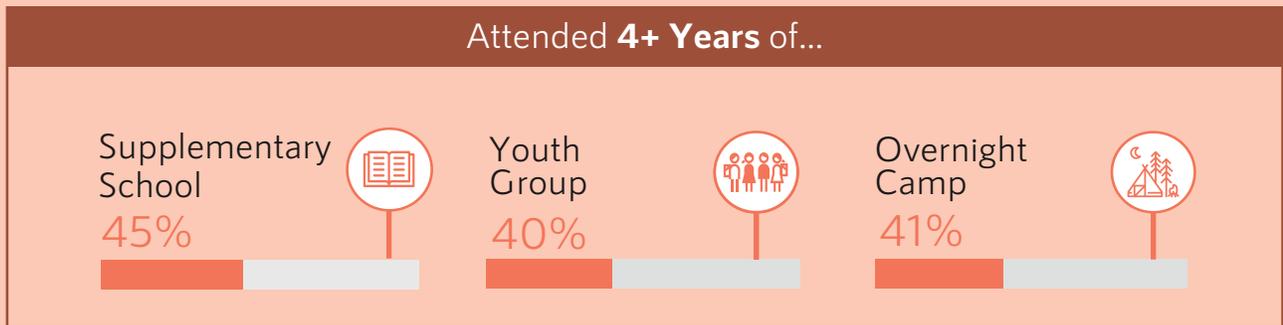
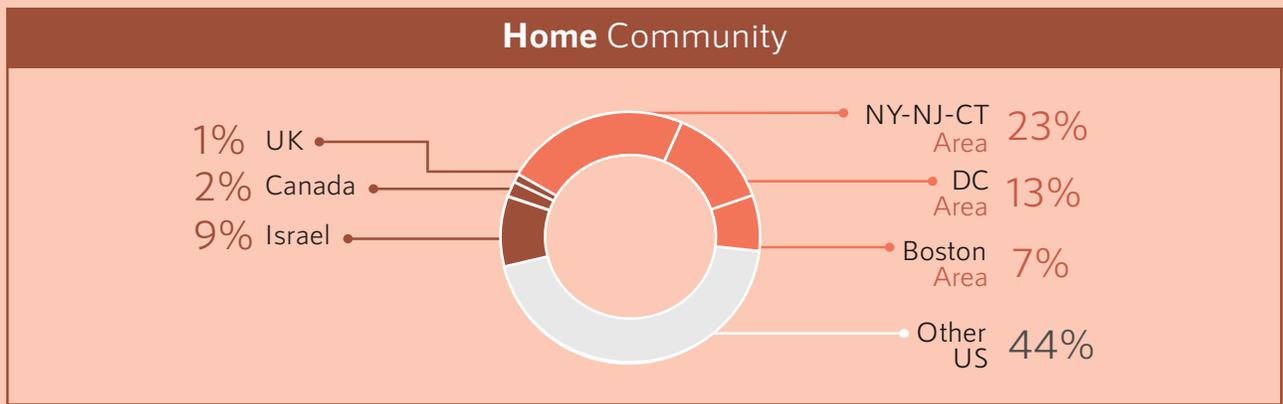
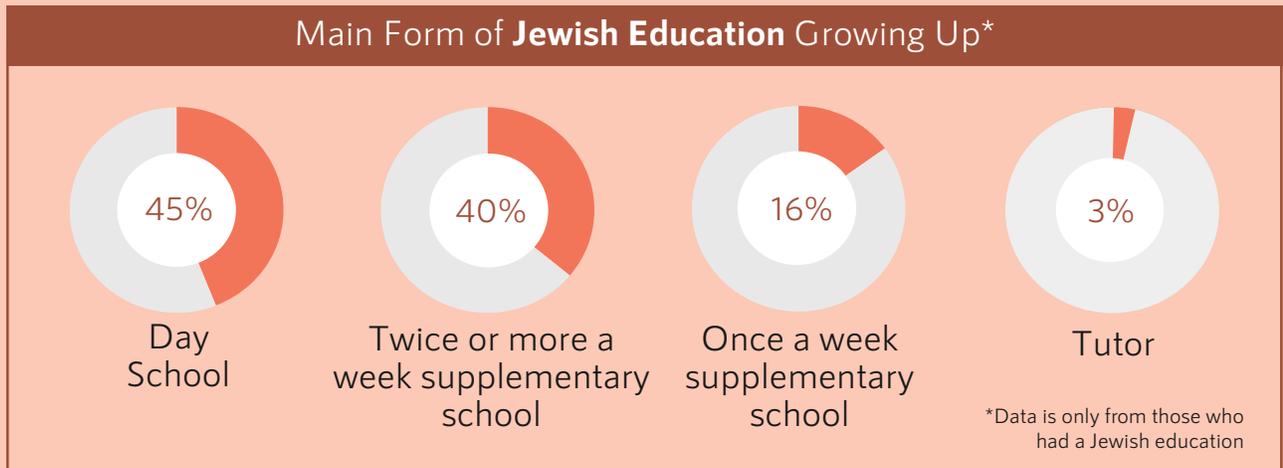
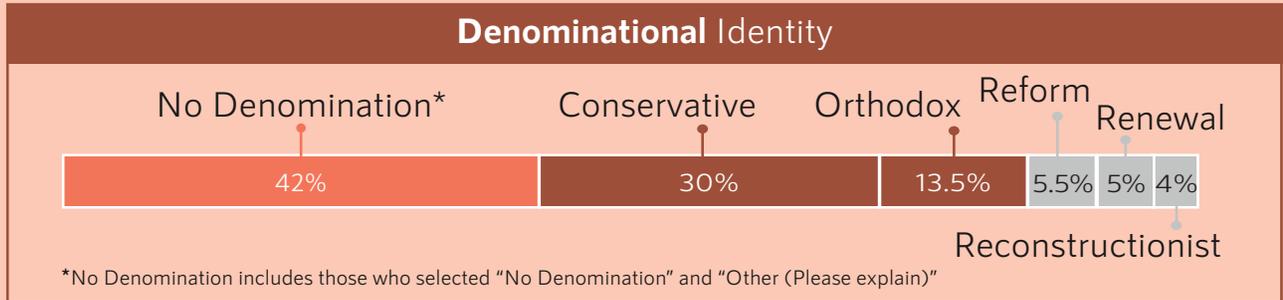
2. How is Hadar making a lasting impact on participants?

After completing a Hadar Immersive Program, participants feel motivated to continue their Jewish learning and feel confident in their abilities to lead Jewish lives and communities. They attribute these feelings and intentions directly to Hadar. Wanting to bring Hadar's vision back home is an oft-stated goal.

3. Who participates in Immersive Programs at Hadar?

Participants in Hadar Immersive Programs span all ages and types of Jewish upbringing, yet they have much in common. They are confident in their Jewish practice, and many are mission-aligned with Hadar. Most importantly, participants seem primed to engage in various aspects of Jewish life, often as leaders. (See data set, next page.)

WHO PARTICIPATES IN IMMERSIVE PROGRAMS AT HADAR?



FOCUS AREA

Immersive Programs (cont.)

MAIN FINDINGS

Short-Term Outcomes

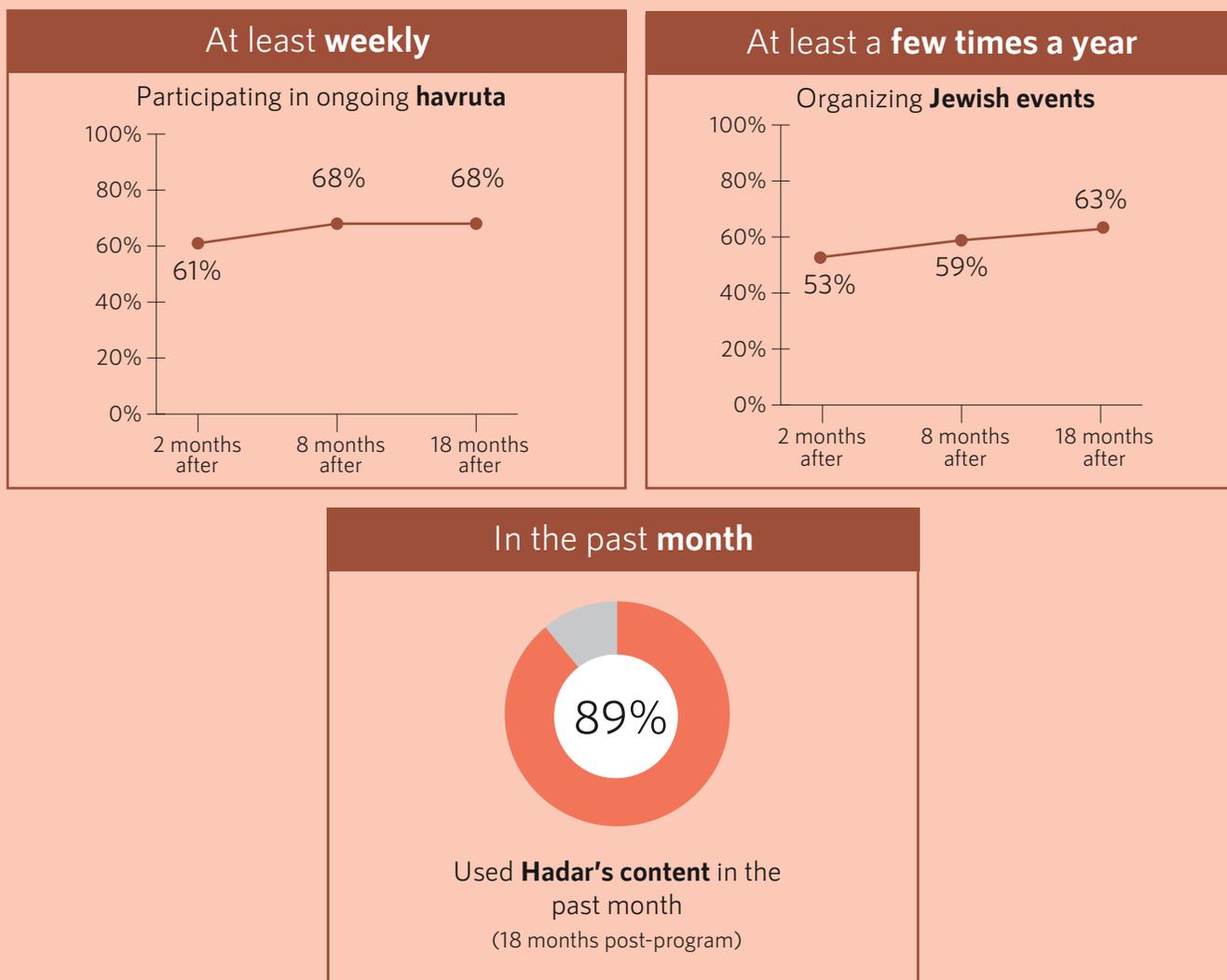
- 1.1 Hadar experiences leave participants with many takeaways, both about themselves and about their views of the Jewish world. These **takeaways resonate in their lives for a long time after the program** has finished.
- 1.2 Participants are highly satisfied with their Immersive Programs and **leave having had extremely meaningful experiences**.
- 1.3 People who attended Hadar Immersives are **confident in their abilities to engage in Jewish learning on their own** and feel strongly about their connection to Jewish traditions, hesed, and egalitarian Judaism.
- 1.4 Many past participants actively **attribute their high confidence in and strongly-felt attitudes about Jewish practice to their time at Hadar**, even eight months after the program has finished.
- 1.5 Participants **leave Immersive Programs feeling motivated to continue their learning**. They continue to feel motivated even eight months later. Many attribute this motivation to Hadar.
- 1.6 Hadar participants leave with **meaningful and concrete goals for themselves** and their communities that remain relevant over time.
- 1.7 Many Immersive Program participants feel they would like to bring Hadar's vision—however they understand it—to their home communities. **More than half of respondents feel they are well positioned to bring Hadar's vision home**.
- 1.8 Participants are **involved** in myriad ways in their Jewish communities right after they return and **for many months afterwards**.
- 1.9 **No matter how long someone spends at Hadar, the impact is still felt many months later**. However, participants in longer-term programs lasting one month or more are more powerfully impacted by their experience.

MAIN FINDINGS

Long-Term Outcomes (18 months later)

- 1.10 **Jewish practice is more important—because of Hadar.**
- 1.11 **Hadar remains a prominent feature** in the lives of participants, even 18 months out.
- 1.12 Long after participating in their Hadar program, respondents are **consistently participating in communal Jewish life**—many at similar frequencies 18 months after their programs as reported 8 months after.

LONG-TERM OUTCOMES OF FELLOWSHIP PROGRAMS



FOCUS AREA

Support & Strengthen Communities

Support individuals and groups of individuals seeking to create, strengthen, and transform communities dedicated to our vision of Torah, Avodah, and Hesed.

CENTRAL EVALUATION QUESTIONS

1. How does Hadar work to strengthen its values and mission on the ground?

Hadar's growing alumni network is its strongest asset. Cultivation of this network is accomplished through powerful Immersive Programs and content that have a lasting effect on participants. Some alumni view Hadar as their primary source of support for projects they lead within their Jewish community (such as an independent minyan or a learning program).

2. How, if at all, do alumni meaningfully impact their home communities after an immersive experience?

A large number of alumni are furthering Hadar's mission in their home communities. Many have formed or taken on leadership roles in independent minyanim (prayer groups) or learning spaces based on Hadar's model. Others have simply become more engaged in their Jewish practice—which in turn strengthens communities on the ground.

3. Which elements of strategic partnerships lead to impact on the ground?

Hadar's most successful strategic partnerships are those which feature a prolonged, deep investment of time and resources. The work that has been done in Washington, DC, is a prime example of the type of positive impact such partnerships can have.



FOCUS AREA

Support & Strengthen Communities (cont.)

MAIN FINDINGS

Hadar works to support and strengthen communities through myriad strategies, including Alumni support, DC-based work, Project Zug, Pedagogy of Partnership (PoP), and the Rising Song Institute (RSI).

Alumni Support

- 2.1 Hadar remains an active component of alumni's lives, even years later. **The impact of a summer or year-long program can be life changing for some.**
- 2.2 Many Hadar **alumni go on to be actively engaged in their communities**, taking on important projects that are supported and/or inspired by Hadar.
- 2.3 Hadar has **cultivated a robust network of alumni**. This network provides support to alumni in many ways, often in their work to further Hadar's vision.

Project Zug

- 2.4 Project Zug empowers individuals, including those with and without prior experiences learning Jewish text, to **connect with one another and to high-quality Jewish learning**.

Hadar in DC

- 2.5 Hadar has **provided relevant, rich content to participants in its Washington, DC programs**.
- 2.6 Hadar has **tapped into a network of individuals who are primarily attracted by its content**.
- 2.7 Having a **dedicated full-time Hadar rabbi in DC has paid dividends**.

Rising Song Institute (RSI)

- 2.8 RSI offers a unique opportunity for participants, with varied backgrounds in music and Jewish song leadership, to **immerse themselves in Jewish music**.
- 2.9 The **peer network** that is provided by these programs is both a **motivator to participate** and an outgrowth of participation.

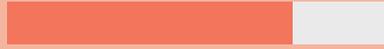
HADAR'S IMPACT IN COMMUNITIES

93%



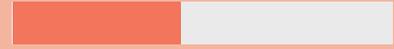
Said Hadar's **Torah has had a positive impact** on their lives

72%



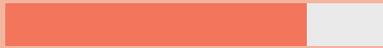
Often **think about the teachings** from their time at Hadar

44%



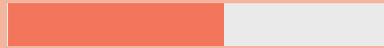
Say Hadar **influenced their career goals** to some/a great extent

85%



Used Hadar's **content** in the prior 6 weeks

69%



Often think about **conversations with Hadar faculty**

HADAR'S IMPACT ON FELLOWSHIP ALUMNI

How often do you communicate with Hadar alumni whom you met for the first time during your Hadar experience?

Daily | Weekly | A few times a month

A few times a year | Never



How often do you speak with faculty whom you engaged with during your Hadar experience?

Weekly | A few times a month | A few times a year

Never



82%

Host **Shabbat or holiday meals**



50%

Teach **Torah** at least monthly



47%

Involved in **independent minyan or synagogue leadership**

FOCUS AREA

Compelling Content

Impact diverse audiences by offering a vision of Torah that is uncompromisingly honest, spiritually meaningful, and socially responsible.

CENTRAL EVALUATION QUESTIONS

1. How does Hadar's content influence those who use it?

Those who interact with Hadar's content speak of the myriad ways in which it has influenced them, including providing a way to think about Judaism differently than before, creating tangible changes in their lives, or using Hadar's content to create community. Many speak about spreading Hadar's content throughout their networks.

2. What influence, if any, does social media have on consumption of Hadar's content?

Social media is a powerful tool for disseminating Hadar's content, and sometimes, serves as the content itself. Content that is disseminated on Facebook or via email is used and experienced by a wide range of individuals, sometimes heavily (daily or weekly).

3. Who consumes Hadar's content? Does Hadar's content influence one type of person more than another?

A wide range of individuals consume Hadar's content, including those of varying ages, Jewish backgrounds, and gender. Those who previously participated in Immersive Programs seem to access more of Hadar's content than those who have not.



FOCUS AREA

Compelling Content (cont.)

MAIN FINDINGS

- 3.1 **Weekly Divrei Torah written by Hadar educators were the most-used form of content**, while melodies written by Joey Weisenberg were the second-most used.
- 3.2 **A relatively large number of individuals interact with Hadar's content** on social media or through weekly emails.
- 3.3 Hadar's content has resulted in tangible behavioral changes. **Many people view Hadar as setting a standard for how to live their Jewish lives.**
- 3.4 Hadar's content results in many people thinking differently about the way they view Judaism, where they belong within the community, and what is important to them. **Hadar's content stimulates people to reflect on and sometimes shift the beliefs with which they were raised.**
- 3.5 **People are spreading Hadar's content widely within their communities.** When they need references for something they're writing or creating, Hadar is the go-to source for many.
- 3.6 **After experiencing Hadar's content collectively, several communities across the country have worked to adopt key messages:** commitment to halakhah (Jewish law), egalitarianism, and Torah that is relevant to the modern world.
- 3.7 **Participating in an Immersive Program is a strong predictor for increased usage of Hadar's content**, as the experience exposes individuals to a wider range of materials.
- 3.8 **Hadar's content seems to appeal to a range of demographic categories**, with no discernable differences by age or gender.

“As an ordained Orthodox rabbi, these divrei Torah have reignited a lot of the passion that I have lost over the years relating to learning.”

HADAR CONTENT USER

WHO CONSUMES HADAR'S CONTENT?

Main Form of Jewish Education Growing Up

41% A religious supplementary Jewish school

35% Jewish day school or yeshiva

21% None of the above

2% A private tutor

Age Group

41% Up to 30

35% 31 to 50

30% Over 50

Appendix

Organizational Budget

Faculty & Staff

Strategic Plan Committees

HADAR ORGANIZATIONAL BUDGET (PROJECTED)

	FY 2021	FY 2022	FY 2023	FY 2024
REVENUE				
Earned Revenue	\$1,091,400	\$1,155,750	\$1,505,000	\$1,475,000
Foundation Revenue	\$3,147,000	\$5,017,345	\$5,410,085	\$5,838,787
Individual Revenue	\$2,200,000	\$2,950,000	\$3,300,000	\$3,600,000
TOTAL REVENUE	\$6,438,400	\$9,123,095	\$10,215,085	\$10,913,787
EXPENSES				
<u>Program Expenses</u>				
Goal 1: Vibrant Center	\$1,325,772	\$2,331,437	\$2,401,448	\$2,305,463
Goal 2: Lived Judaism	\$1,786,295	\$2,757,811	\$3,405,881	\$3,921,725
Goal 3: Meaningful Torah	\$1,816,497	\$2,214,733	\$2,478,326	\$2,556,572
Goal 4: Our Work in Israel	\$479,961	\$815,412	\$831,809	\$961,739
Total Program Expenses	\$5,408,525	\$8,119,393	\$9,117,464	\$9,745,499
<u>Organizational Administrative Expenses</u>				
Personnel	\$528,931	\$690,212	\$947,732	\$999,546
Finance and Development Expenses	\$39,100	\$39,100	\$50,000	\$50,000
Evaluation and Strategic Consulting	\$30,000	\$50,000	\$50,000	\$50,000
Capital Improvements	\$250,000	\$150,000	\$0	\$0
Total Organizational Administration Expenses	\$848,031	\$929,312	\$1,047,732	\$1,099,546
TOTAL EXPENSES	\$6,256,556	\$9,048,705	\$10,165,196	\$10,845,045

Faculty & Staff

FACULTY

Rabbi Tali Adler
Faculty

Yitzhak Bronstein
Director of Maimonides Moot Court Competition

Rabbi Irving (Yitz) Greenberg
President of JJGI and Senior Scholar in Residence

Rabbi Shai Held
President and Dean

Rabbi Avital Hochstein
President of Hadar in Israel

Rabbi Elie Kaunfer
President and CEO

Rabbi Avi Killip
VP of Strategy and Programs

Rabbi Aviva Richman
Rosh Yeshiva

Rabbi Avi Strausberg
Director of National Learning Initiatives

Rabbi Ethan Tucker
President and Rosh Yeshiva

Dena Weiss
Rosh Beit Midrash and Director of Fellowship Programs

RISING SONG INSTITUTE

Joey Weisenberg
Founder and Director

Deborah Sacks Mintz
Community Singing Consultant

Rabbi Yosef Goldman
Senior Advisor

Josh Fleet
Operations and Communications Manager

PEDAGOGY OF PARTNERSHIP

Dr. Orit Kent
Co-founder and Director

Allison Cook
Co-founder and Director

Michal Blech
Administrator and Operations Coordinator

PROGRAMMING AND OPERATIONS

Esther Bedolla
Associate Director of Operations and Programming

Iliana Brodsky
Operations and Facilities Coordinator, and Acting Executive Assistant

Micaela Frank
Digital Marketing Associate

Sara Goldberger
Executive Assistant to Rabbi Yitz Greenberg

Ariel Gorsky
Director of Operations

Sam Greenberg
Director of Communications

Allie Conn Kanter
Director of Engagement and Director of Project Zug

Chana Kupetz
Children's and Families Program Manager

Mordy Labaton
Director of Programs

Elise Mai-Rose
Program Manager

Ilana Mantell
Director of Strategic Partnerships

Daniela Nagar
Data and Strategic
Engagement Associate

Jeffrey Stein
Director of Institutional
Advancement

Jeremy Tabick
Content Manager

Effy Unterman
Director of Content

Elisheva Urbas
Editorial Director

HADAR IN ISRAEL

Rabbi Nadav Berger
Rosh Beit Midrash

Rafi Bocarsly
Alumni Coordinator

Ruti Gvaryahu
Executive Assistant

Rabbi Avital Hochstein
President of Hadar in Israel

Ma'ayan Porat
Program Manager

Rabbi Idit Mevorach Shaag
Data Coordinator

Neria Shapira
Director of Strategy and Finance

Strategic Plan Credits

Design

Amalya Sherman

Contributing Photographers

Aleya Cydney Photography

Michael Temchine
Photography

Jonathan Heisler
Photography

Picture This! Productions

Strategic Plan Committees

ISRAEL COMMITTEE

Aviad Friedman
Amos Hochstein
Jon Lopatin
Sally Mendelsohn
Alon Misgav
Sarene Shanus
Geoffrey Stern

CONTENT COMMITTEE

Rabbi Noah Arnow
Talya Bock
Marc Schiller
Eli Ungar
Elisheva Urbas
Nancy Warshofsky
Jeff Wechselblatt

YESHIVA COMMITTEE

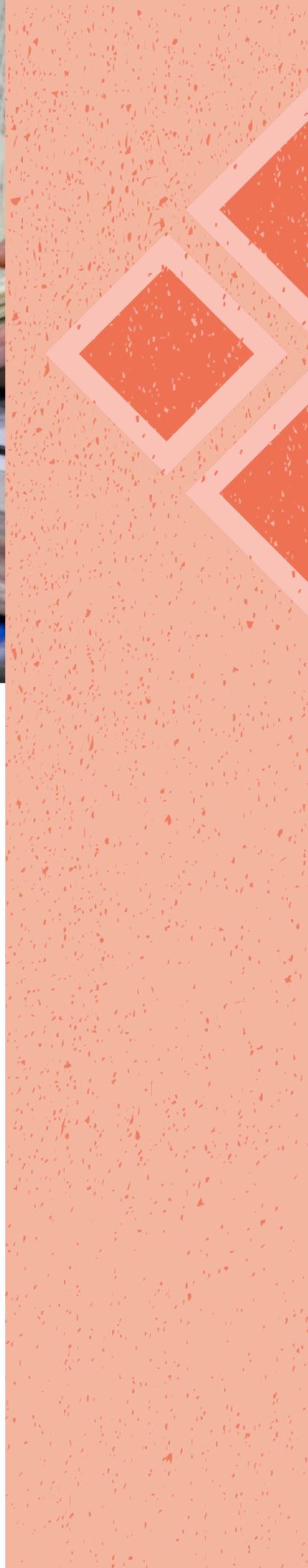
Vicki Abrams
Debbi Bohnen
Dan Cedarbaum
David Gilberg
David Lowenfeld
Ben Schneider

REGIONAL COMMITTEE

Margaret Cohn
Karen Estrin
Harman Grossman
Ben Hofkin
Dan Perla
Ellen Reinheimer
Adam Simon
Adam Szubin

NATIONAL COMMITTEE

Alisa Doctoroff
Ariela Dubler
Susan Firestone
Manny Menchel
Harvey Rosen



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