The Hadar Institute
Strategic Plan
2021-2024
EXECUTIVE SUMMARY
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
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.
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.

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. Some of our data can be found on page 16.
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.
Below are results from the Rosov Consulting group’s evaluation of our 2016-2020 Strategic Plan:

**WHO PARTICIPATES IN IMMERSIVE PROGRAMS AT HADAR?**

### Denominational Identity
- No Denomination*: 42%
- Conservative: 30%
- Orthodox: 13.5%
- Reform: 5.5%
- Renewal: 5%
- Reconstructionist: 4%

*No Denomination includes those who selected “No Denomination” and “Other (Please explain)”

### Main Form of Jewish Education Growing Up*
- Day School: 45%
- Twice or more a week supplementary school: 40%
- Once a week supplementary school: 16%
- Tutor: 3%

*Data is only from those who had a Jewish education

### Home Community
- NY-NJ-CT Area: 23%
- DC Area: 13%
- Boston Area: 7%
- Other US: 44%
- Israel: 9%
- Canada: 2%
- UK: 1%

### Attended 4+ Years of...
- Supplementary School: 45%
- Youth Group: 40%
- Overnight Camp: 41%
## HADAR ORGANIZATIONAL BUDGET (PROJECTED)

<table>
<thead>
<tr>
<th></th>
<th>FY 2021</th>
<th>FY 2022</th>
<th>FY 2023</th>
<th>FY 2024</th>
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<tbody>
<tr>
<td><strong>REVENUE</strong></td>
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<tr>
<td>Earned Revenue</td>
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<td><strong>EXPENSES</strong></td>
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<td><strong>Program Expenses</strong></td>
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<td><strong>Organizational Administrative Expenses</strong></td>
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<td>Personnel</td>
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