

# הדר HADAR

תורה · עבודה · חסד



## HADAR ISRAEL STRATEGIC PLAN 2024-2028









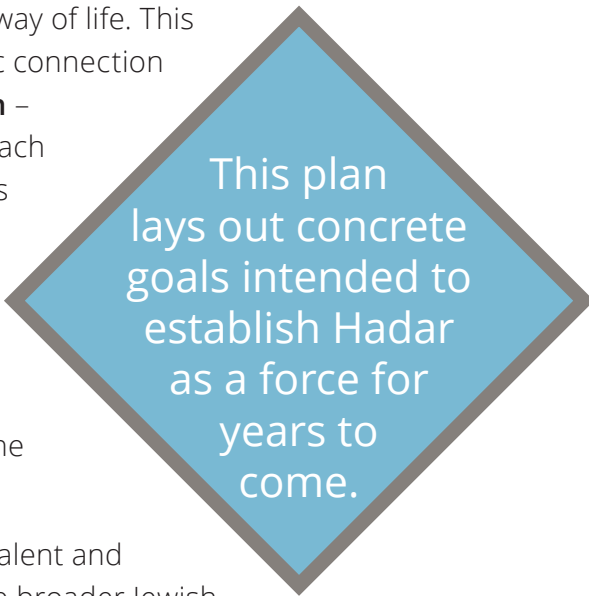
# WHO ARE WE?

Mechon Hadar offers a vision of a deeply committed Judaism, grounded in Torah study and prayer, that engages with authenticity and integrity with the modern world and its values.

Mechon Hadar was born out of a vision - a vision for a world where our deep commitment to Judaism guides us in confronting the challenges of the present; a world where serious and in-depth Torah study strengthens the connection between the Jewish people and the Torah of Israel, and new and old melodies of prayer nourish the spirituality of our communities; a world where every individual within the Jewish people, regardless of gender, is a citizen in all realms of Jewish life, where the embodiment of religious commitment is Hesed and concern for others.

Mechon Hadar serves as an anchor for prayer communities and individuals seeking to realize a committed, egalitarian, intellectually rigorous, and grounded Jewish way of life. This path is characterized by a bold and authentic connection between the three pillars of Jewish life: **Torah** – A Torah-based, scholarly, and halakhic approach that courageously responds to the challenges of modern life and times; **Avodah** – Service of God expressed through a rich spiritual world, through Halakhah, and through realms of prayer, song, and creativity; and **Hesed** – A profound sense of responsibility toward others, rooted in the recognition of the divine image in every human being.

Hadar's goal is to make this way of life a prevalent and impactful model within Israeli society and the broader Jewish community.



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





## OUR STORY

Mechon Hadar was founded in the United States in the summer of 2007. From its inception, Israelis have been integral to its community, expressing a deep yearning for the kind of Jewish life Hadar fosters. As the number of Israeli graduates increased, so too did awareness of this way of life in Israel, along with a growing need for a local institution that could uphold, sustain, and promote this approach. These developments underscored the understanding that significant change in the Jewish world would only be sustainable if it had roots in both Israel and the Diaspora.

### **Our Successes**

Mechon Hadar was founded in Israel as a non-profit organization in 2018. Since then, we have cultivated a vibrant and thriving Beit Midrash in Jerusalem, offering a diverse array of classes, intensive programs, seminars, and learning opportunities. Our educational initiatives extend beyond Jerusalem, with learning centers in cities such as Be'er Sheva and Tel Aviv. We also foster a network of approximately 55 prayer communities across the country from the North

to the South, providing support and resources. Additionally, we produce a variety of printed and digital materials to engage a broad and diverse audience.

Building on our accomplishments, we aim to embark on a new and expansive chapter. We invite readers to join us and dream about expanding and sharing Hadar's unique vision.

We believe that this vision will serve as a cornerstone for the future of committed and contemporary Jewish life.

This vision is not merely an abstract idea - but a way of life for individuals, families, and communities, who aspire to ground their lives in Jewish action and meaning. This plan charts our path towards realizing this vision and the aspirations it represents.





# THE CHALLENGE

Hadar emerged in response to the pervasive challenges and tensions within contemporary Jewish life. Confronted by the familiar contours of the Jewish world, we questioned the inherent contradictions: Why must rigorous Torah study and open-mindedness be mutually exclusive? How can the integration of scholarly insights and religious belief be reconciled? Why does the pursuit of gender equality necessitate a compromise of halakhic commitments? Where does the chasm arise between the observance of commandments, the pursuit of Torah learning, and the fulfillment of interpersonal, human obligations? While some of these challenges are perennial, others are uniquely products of our time.

Hadar was established out of a persistent search for a Judaism that would not force one to choose between these options.

Israel is grappling with a complex reality marked by widening social disparities, entrenched ideological divides, and a hyper-polarized political discourse. The nation's inability to foster a nuanced, inclusive, and less adversarial public conversation is particularly acute during times of crisis. The ascendance of a religiously

and gender-conservative ideology in the public sphere has exacerbated gender inequality, as women remain underrepresented in positions of leadership across government, politics, the military, and Jewish institutions. In a country where religion and state are intertwined, the Torah has been instrumentalized as a means to consolidate power and authority. While one segment of the Jewish-Israeli spectrum views the Torah as irrelevant to contemporary life, devoid of guidance or inspiration, another employs it to justify violence, rather than to serve as a warning against it.

In a time of such profound crisis, Hadar's Jewish vision is more vital than ever and can serve as a tool for social cohesion in Israel and unity among the Jewish people as a whole.







# OUR VALUES

**HADAR'S VISION:** Jews, in communities throughout Israel and the world, are living meaningful lives of Torah, Avodah, and Hesed.

**HADAR'S 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 believe in a Judaism nourished by serious, inviting Torah study that is intellectually broad and religiously and halakhically committed. We have built a model that is halakhically observant, committed to mitzvot 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. We believe that in order to breathe life into a vibrant Jewish spirit, we must invest in the core of Jewish wisdom and action.







**Hadar has only become more necessary in the last 18 years.**







# THEORY OF CHANGE

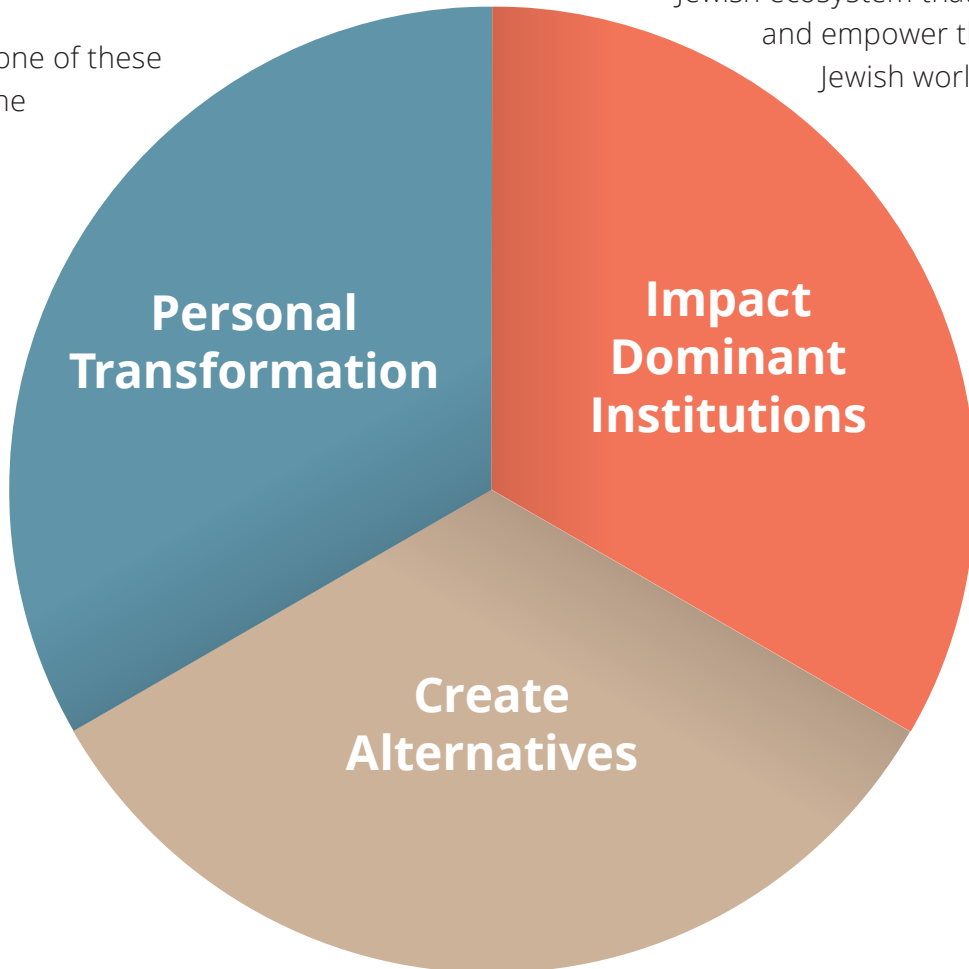
After 18 years of operation in the US and over a decade of expanding our activities in Israel, we understand better than ever where we have made a difference and where new strategies are needed.

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.

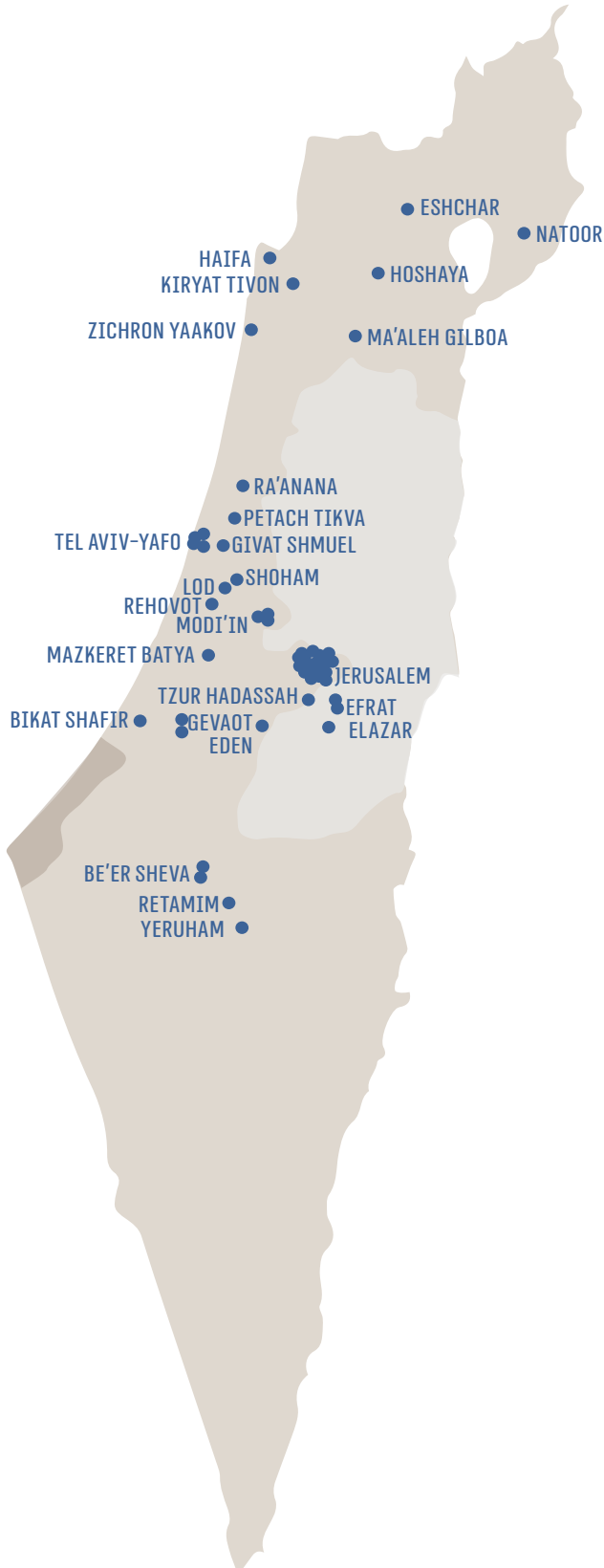
Our plan for the next four years includes work on all levels of social change. We will continue to strengthen Hadar's impact on individuals. We also intend to expand our institutional footprint, enabling more Jews to experience our holistic vision of Jewish life. Our goal is nothing less than laying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







# PARTNERSHIP AND EGALITARIAN COMMUNITIES IN ISRAEL



Be'er Sheva	Be'erot, Hadar
Bikat Shafir	Ahuzat Etrog, Ein Tzurim, Shafir
Efrat	Zayit, Gefen
Elazar	Kehila Kashuva
Eshchar	A'aira Shahar
Gevaot Eden	Egalitarian Minyan of Gevaot Eden
Givat Shmuel	Yahad
Haifa	Shirat HaCarmel
Hoshaya	Kehilat Makom
Jerusalem	Arnona: Degel Yehuda, Klausner Beit Hakerem: Egalitarian Minyan Baka: Hakhel, Yedidya German Colony: Shira Hadasha Nahlaot: Arvei Nahal Katamonim: Ilanot, Kolot, Keshet Katamon: Sod Siach Kiryat Yovel: Kedem Rehavia: Shabbat Morning
Kiryat Tivon	Partnership Minyan
Lod	Ayelet Hashahar
Maaleh Gilboa	Partnership Minyan
Mazkeret Batya	Ashira
Modi'in	Darchei Noam, Yahad, Lechu Neranena
Natoon	Partnership Minyan of Natoon
Petach Tikvah	Hadar Ganim
Ra'anana	Yachdav
Rehovot	Egalitarian Minyan
Retamim	Partnershp Minyan of Retamim
Shoham	Nachat Ruach
Tel Aviv	Egalitarian Minyan, Yad Eliyahu-Plitei Hasfar, Yahad, Kiryat Shaom-Shalom Aleichem
Tzur Hadassah	Bereishit
Yafo	Beit Ahava V'Tefila
Yeruham	Part of Kehillat Afikim in the Negev
Zichron Yaakov	Kolot



# PAST SUCCESSES

We have published 9 content readers, reaching approximately

**37,200 people**

The number of participants in all our activities has grown by an average of **200% each year over the past 5 years.**

Hadar has had **hundreds of alumni** from its intensive study programs who maintain active connections years after completing their programs.

In the past 5 years, **400 students** from 8 high schools in Israel have participated in Hadar's "Moot Beit Din" program.

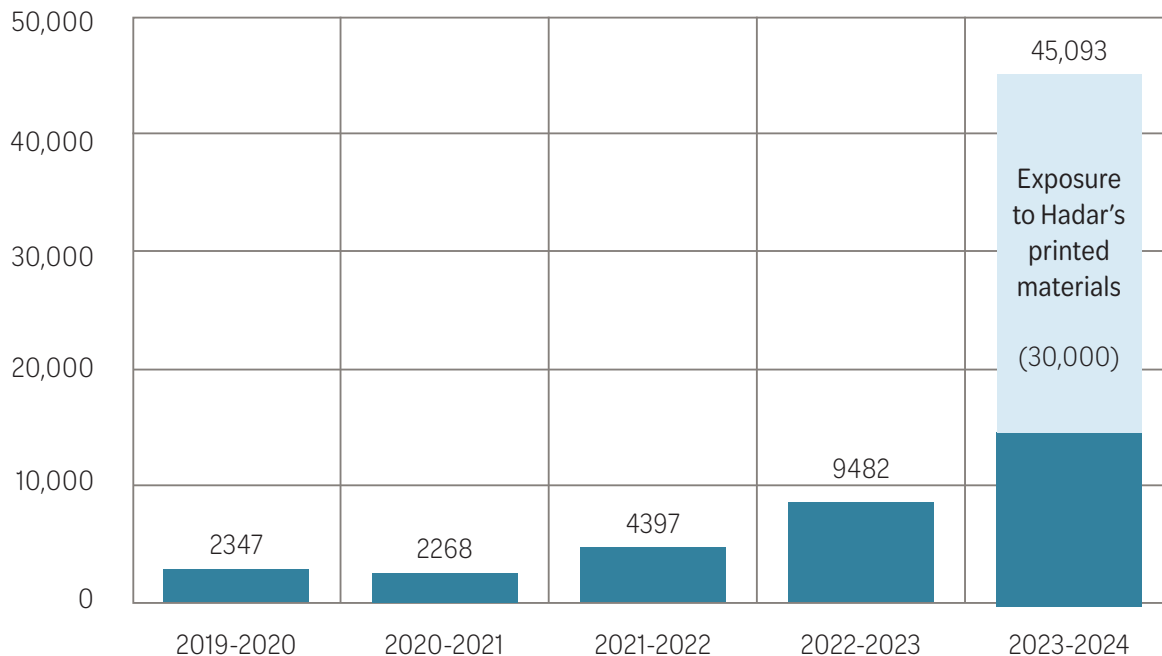
In the past 4 years, **82 community leaders** have participated in specialized training programs offered by the Hadar Institute.

Hadar's network of egalitarian and partnership communities includes **55 communities** with a combined membership of over 5,000 people.



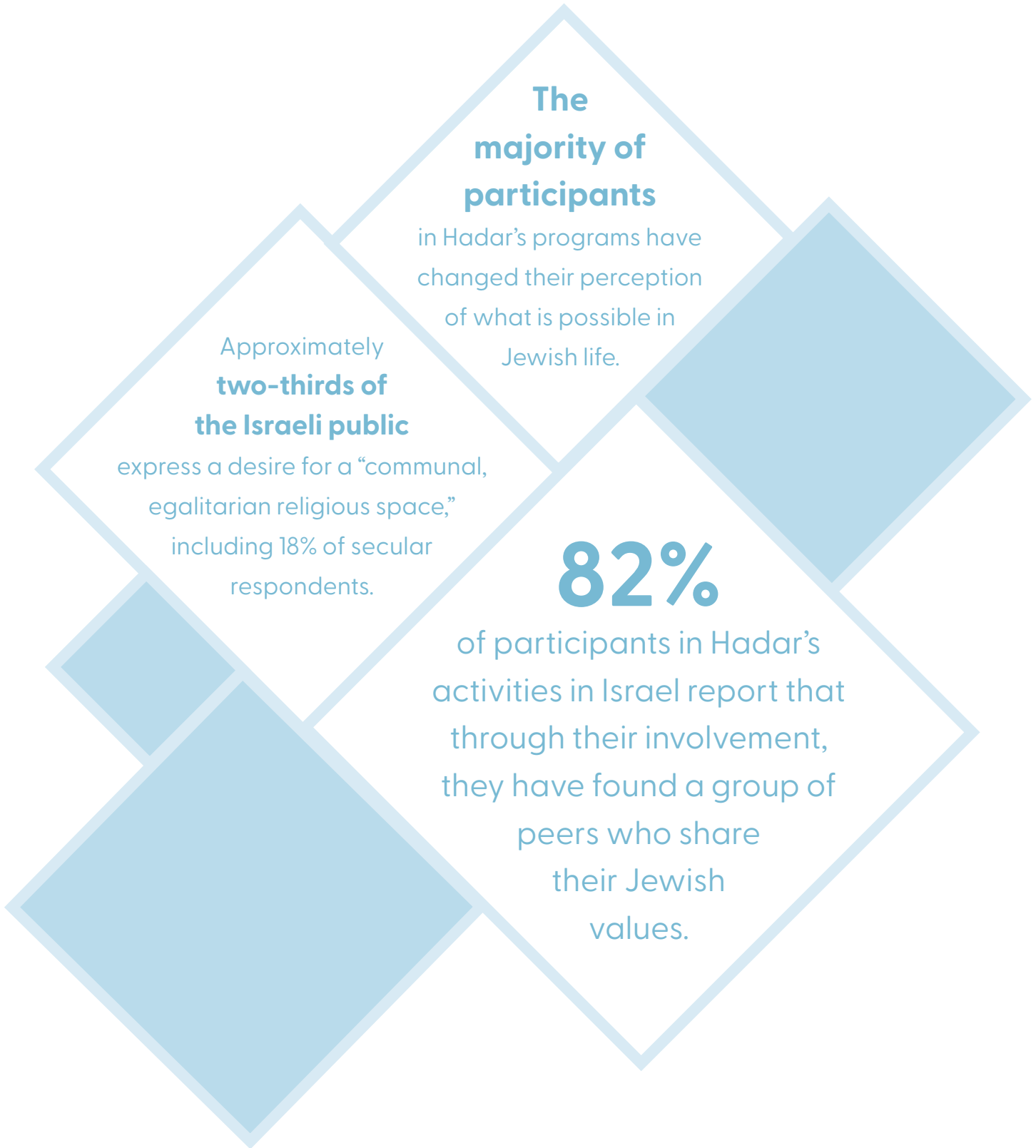


## Hadar's Influence in Israel





# KEY METRICS







# VOICES FROM HADAR



“ God’s calling and the true desire to serve God were present in all the prayers. I prayed there as I hadn’t prayed in years. ”

“ In the Elul program at Mechon Hadar, I found a living, diverse study hall. A place where learning is deep, committed, uncompromising, and innovative. A place where learning allows different voices and varied ideas to be heard without diminishing or undermining the value of any particular voice. ”

“ The real essence of Hadar is not gender equality; it’s the softness with which the framework envelops you, caresses, and enables; the small path it opens, where your human and religious beliefs sit together, hand-in-hand with your needs, desires, and thoughts, all together as if they had never been separated. ”





# LOOKING AHEAD

## Expanding learning centers:

Developing, expanding, and strengthening learning and prayer centers in 3 Israeli cities

## Supporting growing communities:

Supporting the growing network of communities across the country

## Yeshivah program:

Laying the groundwork for a pre-military yeshiva program

## Content production:

Publishing regular and accessible content for a wide and diverse audience

## Engaging thousands:

Thousands of people actively involved in Hadar's activities

## Jerusalem center:

The Hadar Beit Midrash in Jerusalem will be a vibrant and productive center of learning, prayer, and community in the spirit of Mechon Hadar's values.

## Space for all:

Creating spaces for all ages and stages of life





# STRATEGIC AND OPERATIONAL GOALS

The strategic plan for the years 2024-2028 has four 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**  
**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
- Promoting egalitarian religious life in Israel

### Objectives

- Supporting, empowering, and serving egalitarian and partnership communities in Israel as an expression of Hadar's religious vision
- Organizing a National Hadar Shabbaton open to the general public in Israel
- Providing diverse avenues for individuals nationwide to connect with Hadar's mission
- Communicating Hadar's religious values clearly and inclusively within an Israeli framework
- Fostering the publication of works that embody Hadar's vision

### Examples of Hadar US Objectives

- Align all programs across the organization to model and reflect our religious vision through a robust slate of Hadar learning, singing, and prayer opportunities
- Build local grassroots communities through our Small Groups Initiative
- Grow the Maimonides Moot Court Competition and Shabbaton





**"Your springs  
will overflow"**

**יְפוּצוּ מַעְיִנְתֶיךָ 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 anchor 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.

#### ◆ Objectives

- Expanding the Jerusalem beit midrash community to include a wider range of learners by offering new programs, redesigning existing programs, organizing events, and providing opportunities for daily prayer
- Supporting the establishment of a new prayer community aligned with the values of Mechon Hadar
- Conducting research and preparations for the launch of a pre-army yeshiva program
- Developing a new learning center outside of Jerusalem

#### ◆ Examples of Hadar US Objectives

- Launch post-high school Gap Year Program in Israel
- Support rabbis to establish several entrepreneurial shul communities
- Expand Hadar's NYC Yeshiva to include a broader range of learners





“See it and sanctify it like this”

כִּזְהָרָאָה וְקִדְּשׁוּ

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

#### ◆ Objectives

- Supporting community leaders in their professional development through training opportunities
- Developing and piloting new programs and videos for prayer leaders, with a specific focus on expanding female leadership in prayer
- Supporting leadership among Mechon Hadar alumni and fostering collaborations to share Hadar’s vision more broadly
- Providing micro-grants to alumni and the broader Hadar community to support the realization of Hadar’s religious vision

#### ◆ Examples of Hadar US Objectives

- Launch a 4-year program for entrepreneurial rabbis that includes study and support in the field
- Expand tefillah leadership and empowerment initiatives, including prayer leader fellowship and masterclass videos from Hadar’s Rising Song Institute





**"They will  
carry the burden  
of the people with you"**  
**וְנָשְׂאוּ אֵתְךָ בְּמִשָּׂא הָעָם**  
Bemidbar 11:17



## GOAL 4

# OPERATIONS AND ORGANIZATIONAL INFRASTRUCTURE

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

### Rationale

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: Creating a comprehensive technological infrastructure that helps expand the organization's activities

- 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

- Increase operations and administrative staffing
- Establish programs to support positive staff engagement
- Build professional development and training opportunities

### ◆ Objective 4: Marketing, communications, and engagement

- Bolster relational engagement with the broad range of communities participating in Hadar programming
- Increase Hadar's marketing budget to better disseminate our message
- Clarify and build distribution plan for books and content from Hadar faculty









# BENCHMARKS 2024-2028

## STRATEGIC AND OPERATIONAL GOALS:

**GOAL 1** SHARE RELIGIOUS VISION

**GOAL 2** BUILD FLAGSHIPS

**GOAL 3** CULTIVATE LEADERSHIP

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### Fall 2024

- Focusing goals and planning for Hadar's first Shabbaton in Israel
- Planning a schedule for creating new content and publishing in Hebrew
- Drafting a schedule for Hadar learning opportunities outside of Jerusalem (such as: Tel Aviv, Be'er Sheva, and Haifa)
- Creating new and renewed Beit Midrash opportunities in the Jerusalem Beit Midrash
- Experimenting with different learning programs and models in preparation for building a second educational institution outside of Jerusalem (such as: Be'er Sheva)
- Conducting an intensive and enriching Elul program and Fellows program
- Examining support for community leaders in general and the micro-grants program in particular
- Distributing and evaluating an initial instructional prayer video, aimed at expanding and professionalizing the body of prayer leaders in the country
- Conducting a community leadership retreat

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### Spring 2025

- Hosting Hadar's first shabbaton in Israel
  - Analyzing feedback from the Elul program and Winter 5784-5785 Fellows program, and refining the programs to make the vision accessible to a wider audience in the Jerusalem Beit Midrash
  - Selecting content from the organizational English resources and scheduling translation into Hebrew
  - Experimenting with music and melody-based programs
  - Formulating an accessible and inclusive statement of Mechon Hadar's values
  - Evaluating programs based outside of Jerusalem
  - Gathering initial information on existing offerings and needs in the field in preparation for building a pre-military yeshiva program for high school graduates
  - Understanding needs and desires in the field for establishing a Mechon Hadar community synagogue
  - Focusing goals and initial planning for a new leadership seminar
  - Reimagining the action plan for yeshiva alumni and partners
  - Analyzing and processing information and evaluation from the community leaders' retreat
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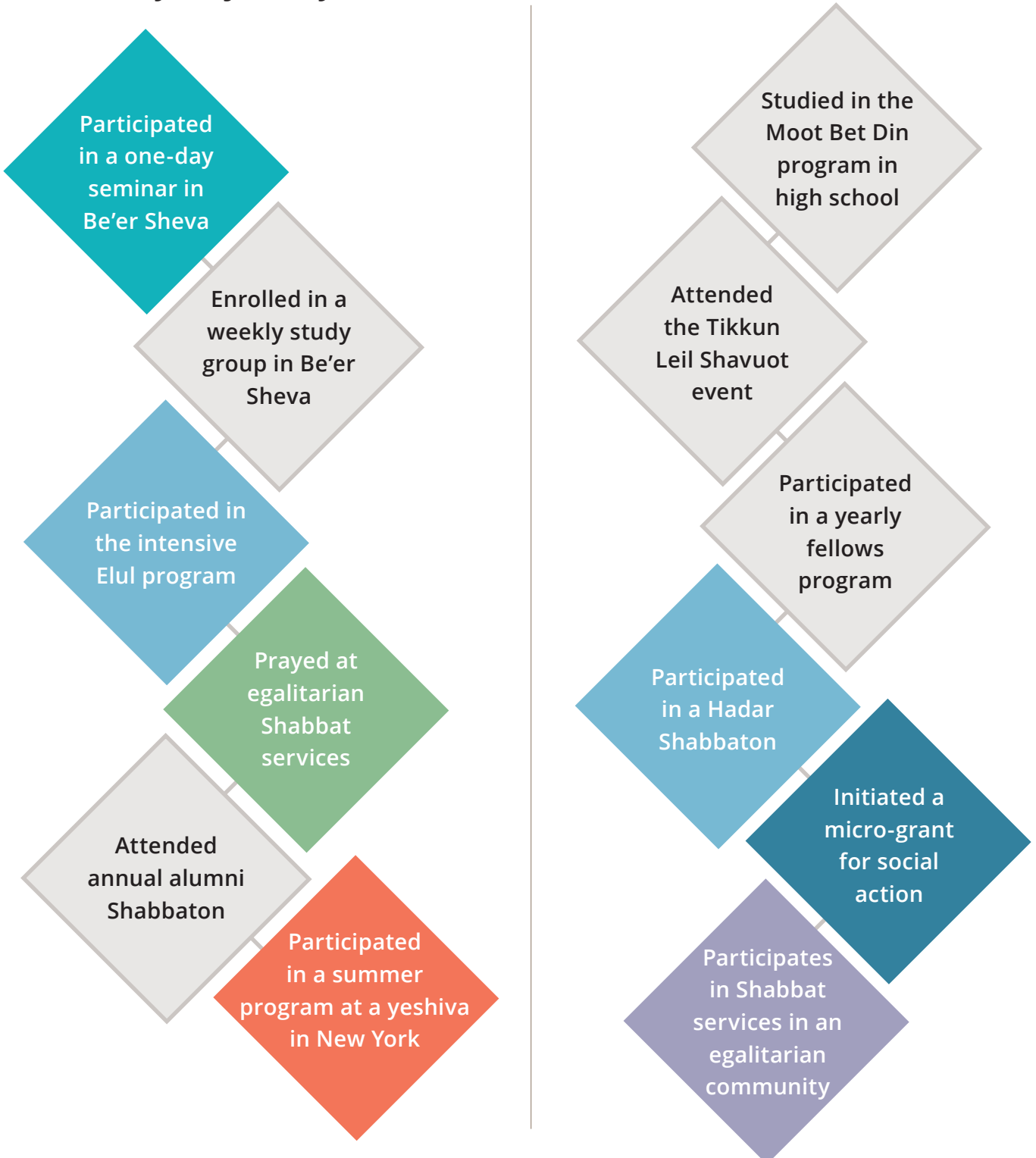
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- Fall 2025**
- Publishing the Hadar values project in Hebrew
  - Launching new Bet Midrash programs and events in Jerusalem that attract a multi-generational audience
  - Analyzing and processing the Hadar Shabbaton
  - Planning a youth Shabbaton
  - Focusing goals towards building a second flagship learning institution outside of Jerusalem (Be'er Sheva)
  - Planning, conducting a feasibility study, and fundraising for a daily, regular prayer service at the Bet Midrash in Jerusalem
  - Gathering information on potential partners for building a pre-military yeshiva program for high school graduates
  - Refining goals and partners for a teacher's seminar
  - Launching an action plan for alumni and other partners of the yeshiva
  - Identifying Israeli candidates for the Hadar semikhah program in the US
  - Holding a retreat for community leaders and exploring its potential as an annual gathering
- 
- Spring 2026**
- National Moot Beit Din competition with an increase in the number of participating institutions
  - Hosting a youth shabbaton
  - Publication of a new book by Rabbi Avital Hochstein
  - Examining potential partners for building a second flagship learning institution outside of Jerusalem (Be'er Sheva)
  - Begin search for a leadership team for the development of a pre-military yeshiva program for high school graduates
  - Working with community leadership to establish a new synagogue community based on the values of Mechon Hadar
  - Holding the first teacher's seminar
  - Supporting initiatives of 20 community leaders
  - Developing new models for training prayer leaders in communities
- 
- Fall 2026**
- Translation/launch of new content from the Hadar Bet Midrash
  - Planning the second Hadar Israel Shabbaton
  - Presenting a renewed Elul program
  - Comprehensive mapping of communities with a focus on identifying new communities and future building plans
  - Analysis and processing of the teacher's seminar
  - Sending the first group from Israel to the Hadar semikhah program in the US
- 
- Spring 2027**
- Publication of a book on the laws of niddah in contemporary times by R. Nadav Berger
  - Support for the establishment of a new synagogue community based on the values of Mechon Hadar
- 
- Fall 2027**
- Publication of Rabbi Shai Held's book, *Love About Is Judaism*, in Hebrew
  - Launch of a pre-army yeshiva program for high school graduates
  - Opening of a second study center outside of Jerusalem (Be'er Sheva)
  - Development of leadership and initiatives for three existing programs
- 
- Spring 2028**
- Translation of additional books by Rabbi Shai Held and Rabbi Irving (Yitz) Greenberg into Hebrew
  - Second Hadar Shabbaton
  - Second teacher training seminar
  - Writing and distribution of a practical guide for establishing communities based on the values of Mechon Hadar



# 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?









# MECHON HADAR BUDGET 2025-2028

The budget presented below outlines the financial resources allocated to support Mechon Hadar's various initiatives over the next four years, as outlined in our strategic plan.

<b>Year</b>	<b>2025</b>	<b>2026</b>	<b>2027</b>	<b>2028</b>
Staff	\$591,022	\$839,106	\$863,837	\$889,311
Shabbaton	\$138,889	\$61,111	\$66,667	\$161,111
Elul Program	\$122,222	\$125,000	\$127,778	\$130,556
Beit Midrash- Amitim Program	\$135,682	\$138,889	\$141,667	\$144,444
Kehillot	\$71,111	\$76,389	\$77,778	\$80,556
Israeli Amitim in US programs	\$10,000	\$10,000	\$10,000	\$10,000
Hebrew Programs	\$31,944	\$69,444	\$94,444	\$131,944
Expansion of Programs to Tel Aviv and Be'er Sheva	\$40,000	\$80,000	\$84,000	\$88,200
Other Programs (Alumni, Winter Program)	\$49,644	\$48,611	\$50,000	\$51,389
Running the programs	\$407,002	\$494,903	\$525,173	\$541,756
<b>Total</b>	<b>\$1,597,517</b>	<b>\$1,943,453</b>	<b>\$2,041,343</b>	<b>\$2,229,267</b>

In USD

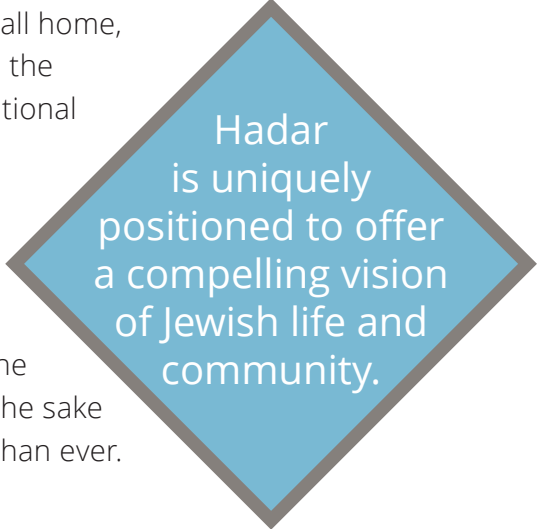






# CONCLUSION

**NAVIGATING THE UNCERTAINTIES** of the present moment requires a sense of mission and purpose. This document articulates the mission of the Mechon Hadar for the coming years, during which we need voices that can speak in a religious, spiritual, and humanistic language to the entirety of the Jewish people. The moment demands not only perseverance in our original mission, but also daring, aspiration, and risk-taking. In a time of division and crisis, 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, in the educational institutions, 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 Israel and the Diaspora 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.







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