

FITZHERBERT UNIVERSITY

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# Annual Stewardship Report

Fiscal Year 2025

Finance & Endowment Committee

Fitzherbert University · 2025

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## ABSTRACT

A comprehensive account of the University's endowment performance for the fiscal year ending 30 June 2025. The endowment stands at \$14.2 billion, with a net return of 11.3% — partially attributable to the unexpected appreciation of the Visiting Intelligence Admission NFT secondary market, which the Finance Committee had not modelled and which the Ethics Committee has asked to be formally noted as a source of concern. The distribution rate of 5.1% slightly exceeded projections. Appendix D discloses that 12% of endowment assets are now classified as Tokenised Intelligence Futures, a category that did not exist in the prior year's report and which three committee members requested be defined before they agreed to sign off on the accounts. It has since been defined. Two committee members remain unsatisfied with the definition.

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# I. Fiduciary Purpose and Stewardship Mandate

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Annual Stewardship Report — Fiscal Year 2025 is issued to articulate the University's stewardship mandate in a form suitable for trustees, auditors, students, regulators, donors, and any future historian attempting to determine whether the institution's financial language described reality or merely escorted it. The governing premise is that institutional wealth is held in trust for academic continuity rather than for abstract prestige. Fitzherbert enjoys prestige, but it prefers prestige financed by coherent stewardship.

The relevant mandate covers capital preservation, distribution discipline, long-horizon academic financing, and the maintenance of strategic reserves capable of absorbing technological and market shocks. In practical terms, this means that expenditure, investment, reserves, and restricted funds must all be interpreted against the University's long horizon. Financial decisions that flatter the present at the expense of the future are not prohibited because they are vulgar; they are prohibited because they are administratively indistinguishable from a slow betrayal of institutional purpose.

The primary stakeholder communities affected by this document are current students, future students, faculty, research centres, donors, and trustees. Their interests are not identical and are not presented here as though they were. A serious finance document should make visible the points at which stewardship requires balancing current benefit, future resilience, ethical exposure, and reputational risk. Fitzherbert has concluded that pretending these tensions do not exist is a reliable way to mishandle all of them at once.



## II. Portfolio Structure, Allocation Logic, and Permissible Exposure

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The portfolio matters addressed in this edition include public equities, private capital, real assets, liquidity reserves, tokenised infrastructure exposures, and mission-aligned strategic holdings. Each category is evaluated not only for expected return but also for liquidity profile, governance burden, ethical consistency, operational complexity, and correlation under stress. The University has gradually moved away from the view that an investment can be called diversified merely because it appears in a different column of a spreadsheet.

Allocation policy is justified in writing and reviewed against institutional liabilities rather than market fashion. This is not an anti-innovation stance. Fitzherbert is willing to invest in new instruments where the governance case is stronger than the excitement case. It has simply noticed that terms such as "frontier," "emergent," and "transformational" are overrepresented in proposals whose downside scenarios are badly footnoted.

Permissible exposure limits exist to preserve the University's ability to remain a university during periods when markets temporarily forget how to price reality. Concentration risk is therefore treated as an academic issue as well as a financial one. A university that must unwind its intellectual ambitions because it mistook a momentum trade for a strategy has not suffered a merely technical failure.



### III. Risk, Controls, and Decision Discipline

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Risk is treated in this document as a multi-layered phenomenon comprising market risk, liquidity risk, governance risk, compliance risk, valuation uncertainty, operational fragility, and reputational spillover. The University finds this categorisation more useful than a single composite risk score, because composite scores are efficient at concealing the particular form of trouble presently advancing across the institution.

The principal control architecture includes allocation bands, counterparty review, quarterly stress testing, independent valuation challenge, ethics screening, and documented rebalancing authority. Controls are effective only when assigned to named offices and tested against lived conditions. A control that exists only in the policy and not in the week-to-week rhythm of reconciliation, approval, and challenge is not really a control. It is a sentence with aspirations. This edition tries to reduce the number of such sentences.

Decision discipline requires that major departures from stated policy be documented with rationale, scenario analysis, and an explicit account of what would falsify the decision-maker's confidence. Fitzherbert adopted this requirement after discovering that institutions are excellent at recording why they acted and materially less enthusiastic about recording what would have proven them wrong.



## IV. Performance Interpretation and Use of Financial Results

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Performance reporting under this framework is designed to resist both complacency and theatre. Strong results must be interpreted in context, weak results must be analysed without euphemism, and neither condition is taken by itself as proof of strategic virtue or vice. The University has lived through enough market cycles to distrust the moral vocabulary often attached to recent returns.

Reported results are considered alongside spending obligations, capital needs, scholarship commitments, infrastructure maintenance, and the long-duration cost of institutional promises. A university that reads performance only as scoreboard movement will eventually confuse solvency with success. Fitzherbert prefers to ask the less glamorous question of what today's result permits the institution to continue doing ten years from now.

FY 2025 included unusually strong performance in several technology-adjacent positions together with governance questions about whether certain gains were better described as strategic foresight, fortunate timing, or a category of institutional luck too embarrassing to formalise. Such disclosures are not included for colour. They are included because the University's financial life now intersects with technological, ethical, and governance developments that conventional reporting templates were not built to describe, and because omission would create a falsely tranquil record.



## V. Reporting, Transparency, and Committee Responsibility

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Formal reporting is made to the Finance & Endowment Committee, the Senate, and the public archive and, where applicable, to the broader public under the University's transparency commitments. Reports must distinguish audited fact, management judgment, scenario projection, and unresolved exposure. This distinction is repeated throughout Fitzherbert's financial reporting because readers are understandably inclined to treat numbers with decimals as though they had emerged from certainty.

Committee responsibility is collective in deliberation but individual in record. Members may dissent, and dissent should be recorded when it materially concerns risk, ethics, classification, or methodological adequacy. The University has become less impressed by unanimous committees over time. Unanimity may indicate consensus, but it may also indicate fatigue, confusion, or the quiet triumph of the person holding the final draft.

Transparency does not require indiscriminate disclosure of every working paper. It does require enough documentation that an informed reader can understand what was decided, on what assumptions, and under whose authority. The present edition is written on the assumption that secrecy should be specific, justified, and temporary rather than ambient.



## VI. Review Horizon, Amendment Practice, and Archival Record

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This document is reviewed on a recurring cycle calibrated to market conditions, institutional change, and governance strain. Review frequency is intentionally higher in areas where innovation outpaces common sense. Fitzherbert does not apologise for this. It regards caution in the management of intergenerational resources as a sign of seriousness rather than timidity.

Amendments are accompanied by a rationale note and an impact statement describing whether the revision changes policy, clarifies practice, or merely rescues the institution from the consequences of prior overconfidence. All three categories appear in university finance; only the first two are usually admitted in public.

The archival copy of this document is retained together with supporting metadata sufficient to establish publication history, authority, and provenance. The University expects future readers to evaluate not only what it invested in, spent on, or reported, but how honestly it described those decisions to itself. This edition is intended to assist that evaluation.



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