

On Being a Citizen Diplomat: A Personal Reflection*

**A hybrid scholarly/personal essay.*

Nancy Snow

*Professor Emeritus of Communication, California State University, Fullerton,
e-mail: nsnow@fullerton.edu*



In the 1990s, shortly after I finished my Ph.D. in international relations, I worked at two foreign affairs agencies of the United States federal government: the United States Information Agency (USIA) and the Department of State (DOS). My career has been defined by these experiences since my first two books, *Propaganda, Inc.* (1998/2010) and *Information War* (2003), reflect on foreign policy in the context of serving as a public servant. I was a civil servant in the Washington headquarters of these respective government agencies, working alongside diplomats, specifically Foreign Service Officers (FSO).

FSOs were specially trained individuals working in an exclusive category. They were the *crème-de-la-crème* government officials who presented America's face, reputation, and policies abroad. You couldn't just show up at a job site and apply to be a foreign service officer. You had to qualify through months, if not years, of study to prepare for the initial written exam called the Foreign Service Officer Test.

In the 1990s, the pass rate for the FSOT was estimated to be around 20-30%, although the DOS did not publish statistics. Remember that many took the test to see how they would perform, which bumped up the exclusivity numbers and made the reputation for the Foreign Service Exam test one of the toughest. But that was only the beginning of a multi-phase selection process, which included an oral interview assessment to pre-screen candidates, medical and security clearances, and a final suitability evaluation. It was a pressure cooker process by design. The overall selection rate from initial application to final entry into the Foreign Service was even lower, typically under 10%. Out of ten initial applicants, an elite one might make it. One might think of the Foreign Service as the diplomatic version of the famous U.S. Marine Corps slogan, "The Few. The Proud." Above all, the Foreign Service, even today, consists of fewer than 14,000 members (Nutter, 2020).

This low pass rate underscores the competitive nature of the process, as well as the high standards and demand expectations of candidates aspiring to become U.S. Foreign Service Officers. Most who sought a career in the Foreign Service were denied entry. I admired members of the Foreign Service because

they were so well qualified. They were the official representatives of my country, carrying out the day-to-day formal management of international relations and negotiations with diplomats in other countries. At USIA and DOS, Foreign Service Officers were my primary bosses, and several encouraged me to take the FSOT once I concluded my civil service fellowship program. The program I was in—the Presidential Management Fellows Program—offered a faster onboarding process to try out for the Foreign Service. But I hesitated and elected not to take the official route of representation. I could not picture myself as a government official in foreign affairs where I might have to compromise or suppress my independent viewpoints to serve the collective national interests of my country. I wanted to be in a classroom with students passionate about diplomacy and international relations. My heart and soul were in citizen diplomacy and becoming a citizen diplomat.

Traditional diplomats have critical roles and responsibilities. They attend official functions, present a nation's policies and viewpoints, and work in areas of common interest, including trade, security, environment, and culture. Diplomats communicate their country's policies, interests, and concerns to the government and people of the host country and report to their government about developments in the host country. Diplomats often play a mediating role in resolving conflicts between nations, aiming to maintain peaceful and cooperative international relations. The highest-ranking diplomats are ambassadors, followed by envoys, including special envoys for specific missions and foreign ministers.

The skills and qualities of diplomats include outstanding communication skills to articulate policies clearly and negotiate effectively; cultural sensitivity, with interest for and understanding of cultural differences; analytical abilities to assess political and economic developments; problem-solving skills to mediate and resolve conflicts; discretion and confidentiality to handle sensitive information appropriately; and adaptability to different environments and situations. I knew some of the best and brightest who represented the United States abroad. Every government would want the most qualified and competent managers in these roles.

Traditional diplomats operate in a world of exclusivity, whereas citizen diplomats live in a world of inclusivity. An elite few will become ambassadors and diplomats, no matter the country, but for citizen diplomats, I like to say, “The more, the merrier!” Everyone has the potential to become a citizen diplomat. There is no formal training or grueling exam involved. My former employer, the Department of State in Washington, D.C., devotes a section of its website (State.gov) to citizen diplomacy. It asks the rhetorical question, “Who else can be a diplomat?” The answer is “everyone”! You may elect to have training in building a skill set related to becoming a more effective citizen diplomat, but you do not need to show a government ID to gain entry. What is required is a commitment to building paths of shared humanity and care.

Citizen diplomats operate at the informal engagement and people-to-people level. They voluntarily engage in dialogue and foster mutual understanding across cultural and national boundaries. After nearly forty years of interacting with people across intercultural and international levels, I’m convinced that relatability is the primary personality trait to be successful as a citizen diplomat. Relatability is a crucial concept in citizen diplomacy, which involves interacting respectfully and openly with fellow citizens from across the globe. What is relatability? It refers to the human quality of being easy to relate to or identify with. When something or someone is relatable, others can see aspects of their own lives, experiences, feelings, or thoughts reflected in them. This connection helps people feel understood and fosters a sense of empathy and shared experience.

Relatability is vital in forming connections and building effective communication, whether in personal relationships, storytelling, marketing, or diplomacy. Relatable experiences are shared experiences. They lead to reactions like “I feel that way too” or “I had a similar experience.” When we establish common ground, we are moved to operate more cooperatively. Relatable people have emotional intelligence. When emotions expressed by someone resonate with others, they feel a connection. For example, stories of joy, sorrow, triumph, or struggle can evoke similar feelings in others, making the storyteller relatable. A person’s

authenticity enhances relatability. When people are genuine, others are more likely to find them relatable. And finally, simple and clear communication helps make ideas and feelings more relatable. Complex or obscure messages can hinder the connection.

Examples of relatability include our relationships, such as longtime friends with similar interests or life experiences, who often find each other relatable, strengthening their bond. The Chicago Tribune columnist Mary Schmich offered this advice long ago, but it still applies to the citizen diplomats in all of us: “Understand that friends come and go, but with a precious few, you should hold on. The older you get, the more you need the people who knew you when you were young.” I’m happy I still have friends who knew me as a little girl. They are my touchstones where I can just be myself and feel accepted. It is crucial to have these personal friendships to serve as our reservoir of support.

Citizen diplomats who serve as leaders share their personal stories and show vulnerability. This makes them more relatable, fostering trust and loyalty among their social networks. Those Foreign Service Officers I worked with in my federal government days could not enact such informal roles as citizen diplomats can do today. It is not unprecedented but unusual to hear an Ambassador tell an overly personal story. High-level government officials are trained to be careful and selective in their remarks. They are often admired by others from a distance. Citizen diplomats can express themselves more openly and relate to everyday people. Compared to high-level diplomacy, being a citizen diplomat is freeing!

Relatability is a powerful tool for creating connections, fostering empathy, and enhancing communication. It helps bridge gaps between people, making interactions more meaningful and effective, whether in personal relationships, professional settings, or broader societal contexts. Here are some ways in which relatability applies to citizen diplomacy:

It helps build trust and personal connections between individuals from different countries. When people can relate to each other’s experiences, emotions, and perspectives, it becomes easier to establish a foundation of trust and friendship. This personal bond is essential for overcoming stereotypes and prejudices.

It enhances communication by making interactions more comfortable and meaningful. Conversations flow more naturally when individuals find common ground, such as shared interests or similar life experiences, and understanding is improved.

It fosters empathy by allowing individuals to see the world from another person's perspective. Think of how you feel when you share experiences and relatable stories with another person that help you understand each other's challenges, aspirations, and viewpoints. These interactions are crucial for resolving conflicts and building peace.

Citizen diplomacy humanizes international relations, taking them from the government suite to the street-level café. Traditional diplomacy often involves formal and strategic interactions between governments. By focusing on personal interactions, relatability makes these interactions genuine and heartfelt, emphasizing the human aspect of global connections.

It encourages cultural exchange by making individuals curious and open to learning about each other's cultures. When people relate to each other, they are more likely to share and appreciate cultural expressions, such as food, music, traditions, and customs. This exchange enriches both parties and fosters mutual respect.

Citizen diplomacy often operates at the grassroots level, where relatability can mobilize communities and encourage collective action. When people relate to a cause or a vision for a better world, they are more likely to participate and contribute to grassroots movements that promote peace and understanding.

Relatable experiences and interactions often lead to long-term relationships. These enduring connections between citizens can impact international relations, creating a network of individuals committed to maintaining peaceful and constructive cross-cultural ties.

In summary, relatability is at the heart of citizen diplomacy, making international interactions more personal, meaningful, and effective. By finding common ground and sharing relatable experiences, individuals

can break down barriers, build empathy, and contribute to a more peaceful and connected world.

If you indulge me, I'd like to hold a mirror up to your roles and responsibilities as citizen diplomats by sharing a bit about my first conscious awareness of this practice. We all have those "ah-hah" moments. My first one came from temporarily leaving my native country.

I grew up in a relatively homogenous part of the United States. By homogenous, I mean ethnicity, race, religion, and creed. I was not exposed to people very different from me, a WASP (White, Anglo-Saxon, Protestant) woman. When I was 20, I needed a passport for the first time to travel in a small group as a student of the German language. I was at Clemson University in South Carolina, and going overseas as a young adult was the proverbial life-changing experience.

In Germany, which had many American tourists and members of the U.S. military, I felt somewhat at home but also eager to experience different cuisines, learn new vocabulary, and meet with German families. Our group was able to participate in a meeting with citizens of then-Communist East Germany, which left the most indelible impression on me since my growing up in the U.S. included indoctrination in anti-Communism and anti-USSR sentiment. I did not think of myself as a United States citizen diplomat; in the 1980s, this would have been quite the norm. Consider that in 1989, when the U.S. Government began reporting statistics on the yearly number of valid U.S. passports in circulation, there were only 7,261,711 out of a population of 246.8 million. This is under 3% of the population. By 2023, there were over 160 million valid passports in circulation in a population of nearly 340 million, or 47%. Growing numbers can be misleading if one tracks where a passport can take an American over a short distance. You need a U.S. passport to go on a Caribbean cruise, travel to Canada, or visit Tijuana, just over the border from California into Mexico. That still leaves over half of Americans who have no passport. Those with lower levels of education are less likely to have a passport. "The more education a person has completed, the more likely they are to have a passport. Among people whose highest level of education is a high school degree or less, 24% have a current U.S. passport" (Ballard, 2023).

It wasn't until the mid-1980s, when I participated in the Fulbright program as a yearlong exchange student in the Federal Republic of Germany, that I became aware of my opportunity and obligation to serve as an unofficial citizen diplomat. I became a fan of Senator J. William Fulbright's words, who spoke eloquently about his vision of a flagship sponsored educational exchange program:

International educational exchange is the most significant current project designed to continue the process of humanizing mankind to the point, we would hope, that men can learn to live in peace—eventually even to cooperate in constructive activities rather than compete in a mindless contest of mutual destruction.

He emphasized the focus on citizen-to-citizen exchange in these strong words about international human relations (Fulbright 1976):

After 30 years in the U. S. Senate, I remain convinced that educational and cultural exchange offers one of the best means available for improving international understanding. The inadequacy and peril of traditional methods of solving differences among nations and the hydrogen bomb put us on notice to find a better way to deal with international human relations. Whereas we readily spend billions for the military and hundreds of millions for propaganda abroad, it is incredibly difficult to get the administration and Congress to invest the few score millions necessary to sustain this activity most important to this country's future and world peace.

Fortunately, when I was in graduate school in Washington, DC, I met the man behind those words. My early meetings with the senator, including an interview I conducted with Senator Fulbright shortly after his protégé Bill Clinton's presidential win in November 1992, inspired me to write a doctoral dissertation on Fulbright scholars enacting roles of citizen diplomats: "Fulbright Scholars as Cultural Mediators" (Snow, 1992). Senator Fulbright lived for nearly a century

(1905-1995). I attended Senator Fulbright's funeral at the National Cathedral in Washington, where I met President Bill Clinton for the first and only time. Twenty years later, I was with a group of global Fulbright scholars at the University of Arkansas in Little Rock, discussing "J. William Fulbright in International Perspective" (University of Arkansas, 2015).

Though an elite and exceptional citizen, Fulbright was once a citizen diplomat when he participated in the Rhodes Scholarship at Oxford University, the most prestigious international education scholarship. Fulbright biographer Randall B. Woods (2020) says,

J. William Fulbright was a son of privilege, born to a journalist mother and well-to-do businessman father. He grew up in Northwest Arkansas, then home to only a handful of African Americans. The state's plantations lay far to the south and east. He attended the University of Arkansas, won a Rhodes scholarship with the help of his influential family, and returned to the state to become the University's youngest president.

That privileged experience of studying at Oxford in the United Kingdom convinced him that global education is the crux of international relations. Without it, nations will continue to engage in conflict fueled by misunderstandings and ignorance; with it, nations of peoples would develop more empathy and mutual understanding. This is an ideal purpose and an idea that many educators and students support. For a modern-era discussion of the political consequences of the diversity, equity, and inclusion agenda on the J. William Fulbright association with his namesake program, see the valuable insights from the long-serving Austrian Fulbright Commission director Lonnie Johnson (2021/2022) and Fischer (2023).

Fulbright exemplified the values of a citizen diplomat by speaking his mind, even if it ruffled political feathers. While serving as the chairman of the Senate Foreign Relations Committee during the Vietnam War, said this about President Lyndon B. Johnson:

I'm sure that President Johnson would never have pursued the war in Vietnam if he'd ever had a Fulbright to Japan, or say Bangkok, or had any

feeling for what these people are like and why they acted the way they did. He was completely ignorant.

Fortunately, a citizen diplomat's mindfulness is to seek out information in service to understanding and overcoming ignorance. A citizen diplomat—who requires no accreditation or special training—is a private citizen with solid beliefs in forging peaceful relations. Former German Chancellor Angela Merkel said this about citizen diplomacy in 2019 when she accepted the Fulbright Prize for International Understanding:

Senator Fulbright firmly believed in citizen diplomacy—in the idea that it is not only politicians and diplomats who foster peace but above all citizens who establish and maintain friendly relations with people in other countries.

What is citizen diplomacy scholarship? As a subfield of public diplomacy and international relations, citizen diplomacy studies unofficial, informal, and voluntary citizen-to-citizen contact between people of different nations and cultures. Many of those involved in the study of this process associate it closely with regional and global conflict resolution. As a foreign affairs and educational exchange specialist representing the people of the United States, I had to be more careful about what I said and did in my official capacity. I had to be mindful of how I was officially representing the US. This was a challenge for me because I am rather outspoken and opinionated. Official diplomacy wasn't quite the right fit, but citizen diplomacy suits me.

Citizen diplomacy contrasts with traditional diplomacy conducted by official government representatives. The Department of State in Washington, D.C., devotes a section of its website (State.GOV) to citizen diplomacy. Historically, well-known citizen diplomacy efforts include the Peace Corps (USA), Sister Cities International (aka "Town Twinning"), and people-to-people exchange programs launched during the Cold War, notably the Fulbright Program, which originated in 1946. For instance, Türkiye's capital city, Ankara, has a sister city relationship with Amman, Beijing, Bangkok, Bogota, Bucharest, Kuala Lumpur, Seoul, and Moscow, to name a few. We associate citizen diplomacy with

several types of engagement involving diplomacy, intercultural communication, and conflict resolution. As discussed earlier, they are generally unofficial, informal, and voluntary. This is the realm of the citizen diplomat. My doctoral dissertation noted that Fulbright scholars who built more robust intercultural social networks indicated a higher likelihood of engaging in cultural mediation roles after returning to their home countries.

Every country has strengths in citizen diplomacy, but a country like Türkiye is incredibly robust. These strengths include, but are not limited to, the following:

A Rich Cultural Heritage: Türkiye's diverse and historical cultural background, including its Ottoman legacy and various cultural influences from Europe, Asia, and the Middle East, allows it to connect with various cultures and nations. Cultural exchanges, festivals, and educational programs often showcase this richness.

Strategic Geopolitical Position: Türkiye's location at the crossroads of Europe and Asia enhances its ability to engage in citizen diplomacy with various countries. Its history as a center of civilizations, including the Byzantine and Ottoman Empires, allows it to serve as a natural connector across diverse cultures. This rich cultural heritage makes Türkiye an attractive partner for cultural diplomacy, fostering mutual understanding and respect through programs such as those run by the Yunus Emre Institute. I met Yunus Emre Institute representatives in 2018 at the First Diplomacy Conference in Seoul, Korea. The Yunus Emre Institute helps create a positive image of Türkiye, fosters intercultural dialogue, and strengthens Türkiye's cultural diplomacy. The country's proximity to diversity, with easy travel and communication across Europe, the Middle East, Central Asia, and North Africa, allows Turkish citizens to engage in various cultural, educational, and business exchanges.

Active Civil Society: Türkiye has a vibrant civil society with numerous NGOs and community organizations engaged in citizen diplomacy. These organizations often focus on human rights, education, and environmental issues, and they play a significant role in fostering international understanding and cooperation.

Educational Exchanges: Turkish universities and institutions actively participate in international educational and cultural exchange programs, such as Erasmus and other bilateral agreements. These exchanges bring international students to Türkiye and send Turkish students abroad, creating lasting cross-cultural connections and understanding. Examples include the Türkiye Bursları scholarships, offered to international students who want to study in Turkish universities, encouraging academic exchange and cultural immersion.

Diaspora Engagement: The Turkish diaspora is robust and dynamic. The largest concentration is in Europe, particularly in Germany, which hosts around 3 million Turkish people, resulting from the guest worker programs (Gastarbeiter) initiated in the 1960s and 1970s. (As a Fulbright educational exchange student in the Federal Republic of Germany in the 1980s, I considered it a bonus to meet as many Turkish people as I did.) France has approximately 700,000, and the Netherlands has 400,000 people; Belgium, Austria, and Switzerland has sizable diaspora communities, ranging from 100,000 to 200,000 people each. North America, particularly the United States, includes 500,000 to 1 million Turkish Americans; in Canada, around 100,000 people of Turkish descent. The global Turkish diaspora contributes to cultural exchange, economic ties, and political dialogue between Türkiye and its host countries.

Tourism: It is an understatement to say how popular Türkiye is as a tourist destination. It attracts millions annually; in 2023 alone, 56.7 million, a 10 percent increase from 2022. Tourism is an informal yet powerful form of citizen diplomacy, allowing people worldwide to experience Turkish culture and hospitality firsthand. As the BBC (Leasca, 2024) reported, two of the world's most visited cities are in Türkiye: Istanbul and Antalya. In January 2024, to coincide with a jump in international tourism, the Turkish government eliminated the e-visa requirement for travelers from the United States, Canada, and Mexico visiting the country for fewer than 90 days. More visitors mean more opportunities for citizens to engage in citizen-diplomatic exchanges, although popular countries must keep an eye on growing overtourism (Snow, 2024).

Increasingly, visitors arrive via Turkish Airlines. Airlineratings.com's much-anticipated annual list of the world's best airlines places Turkish Airlines among the world's top 20, higher than the flagship carriers of the United States: American, Delta, and United. Turkish Airlines is now the world's fourth-largest non-American airline and flies to more countries than any airline on Earth. 13 cities in the U.S. can reach Türkiye in non-stop flights. To meet the demand of a large diaspora and international travelers, Turkish Airlines plans to grow to more than 20 U.S. cities of origin (Silk, 2024). Türkiye is not just a stopover point but has become the final destination for many passengers. When Turkish Airlines planes go wheels down in Istanbul, passengers hear, "Welcome to the Meeting Point of the World." As one of the largest airlines in the world, Turkish Airlines not only connects Türkiye to numerous international destinations but also serves as a cultural ambassador, promoting Turkish hospitality and culture. For this global citizen diplomat, I'll be eternally grateful to the crew of my Istanbul to Antalya flight TK 2126 on Sunday, June 2nd. I negligently left my iPad in my seat pocket and was able to retrieve it from Turkish Airlines lost and found the next day.

Culinary Diplomacy: The shortest route to mutual understanding for a citizen diplomat might start with a good meal. Turkish cuisine is renowned globally, and promoting Turkish food abroad is a form of soft power. Culinary diplomacy events, Turkish restaurants, and food festivals abroad help promote cultural understanding and appreciation. Turkish cuisine has long been considered among the best cuisines in the world. According to food commentator Bonny Wolf, author of *Eating with My Mouth Full*, Turkish cuisine is the unsung hero of global cuisines. As she explained the reasons why in 2010, the surge in Turkish cuisine has only continued to grow:

Whats the third great cuisine? It's not Indian, Japanese or even Italian. It's Turkish. Think about it: the Ottoman Empire covered three continents for 600 years. They controlled the spice trade. In Istanbul, the sultans huge palace kitchens at Topkapi housed up to 1,300 staff preparing - sometimes for thousands - poached chicken with walnut sauce, rice pilaf with eggplant and meatballs, salads with rose petals.

Ottoman rule extended from Budapest to Baghdad and much of the Mediterranean basin. Turkish nomads had been moving through central Asia toward the Middle East for a few thousand years. Then, at the end of the 13th century, one group the Ottomans set up permanent camp in what was then Constantinople, now Istanbul.

By then, there had been culinary cross-fertilization from Asia, the Islamic world and bits of Europe. Talk about fusion cuisine. For example, the Turkish Uygur started a kingdom in the 8th century in what is now China. Turkish manta, lamb-filled dumplings, are probably an adaptation of some kind of Chinese pot sticker. I tried them 1,300 years later on a recent trip and they're still delicious, served in a garlicky yogurt sauce. (Wolf, 2010)

Sports Diplomacy: Türkiye's involvement in international sports, including hosting major events like the UEFA Champions League final and participating in the Olympics, enhances its global presence and fosters international goodwill through sports. The legendary Real Madrid coach, Jose Mourinho, was introduced to worldwide acclaim in Istanbul on June 2, 2024. As reported by the Associated Press, he told the massive crowd of fans, "I promise you that from this moment I belong to your family." After picking up the Fenerbahçe jersey, he added, "This shirt is my skin." Reuters writer Butler (2024) reported Mourinho's press comments, a textbook reflection of citizen diplomacy:

Asked how he would teach fans to be patient, after the club's failure to win a championship for more than a decade, Mourinho said the fans had to be 'crazy' and 'demanding'. "You can't teach what doesn't belong to the culture and that is what makes it fun," he said. "I want that passion."

Whether you are a sports fan or foodie, that, my friends, is citizen diplomacy. If there were a tagline I would have for citizen diplomacy, it would be, "Bring the passion."

Media and Communication: Turkish media, notably television series and films, have gained international popularity, especially in the Middle East, Latin America, and South Asia. This media presence helps to shape Türkiye's image abroad and promotes cultural diplomacy. My most rewarding introduction to Türkiye, long before I visited the country in November 2023, was working with TRT World as an East Asia-based commentator. The high media production values and level of professionalism that I have experienced have made me happy to keep working with their team.

Humanitarian Efforts: Türkiye's active role in providing humanitarian aid and disaster relief in various parts of the world showcases its commitment to global solidarity and builds goodwill among recipient communities. In this arena, its government and citizen diplomats are involved in helping to tell the story of the Palestinian people facing devastation in Gaza, which began long before the current crisis. One year before I taught a summer course in marketing foreign policy at IDC-Herliya, Israel, I recall the terrible event in 2010 when nine Turkish citizens and an American Turkish national were killed aboard the Mavi Marmara, the lead ship in a flotilla of vessels carrying humanitarian aid to Gazans. Over 600 humanitarian activists, politicians, and doctors from 40 nations were among this flotilla to deliver things like baby incubators and medicine to the people of Gaza. There was much suspicion at the time as to what else might be on board. Al Jazeera journalist Jamal Elshayyal (2020) wrote a moving account to set the record straight: the ship was in international waters and carried no weapons. His journalism is still shaped by seeing innocent civilians killed aboard this ship, seeking to bring relief to suffering people. As lives continue to be lost in ongoing wars and conflicts, the efforts of citizen diplomats and journalist humanitarians are among the greatest.

By emphasizing these diverse forms of citizen diplomacy, Türkiye seeks to build bridges of understanding and cooperation with countries worldwide, enhancing its international relations through the active participation of its citizens. We who travel internationally hold passports allowing us to cross from one sovereign border into another. International travel is a privilege. No man or woman is ever an island unto oneself when

you consider the intersections of all the ways we are different and the same. We can serve as teachers to one another, mediators in conflict, and cuisine promoters to tell stories of how a national food carries its own language. Whatever your passion, find it as a citizen diplomat. Wear that label with respect and honor.

By striving to be a citizen diplomat, every person can make meaningful contributions to create a more peaceful, just, and interconnected world. The cumulative impact of many individuals acting as citizen diplomats can lead to significant positive changes on a global scale.

References

- Associated Press News. (2024, June 3). Turkish soccer club Fenerbahce announces Jose Mourinho as coach to end 10-year wait for league title, <https://apnews.com/article/jose-mourinho-fenerbahce-e28239ff319a497cbf-6d97e6132c3fe2>
- Ballard, J. (2023, August 31). Adults under 30 are more likely than older Americans to have a current U.S. passport, *YouGov*, <https://today.yougov.com/travel/articles/46028-adults-under-30-more-likely-have-us-passport>.
- Butler, D. (2024, June 3). Soccer Mourinho says his move to Fenerbahce will increase attention on Turkish league. Reuters, <https://www.reuters.com/sports/soccer/soccer-mourinho-says-his-move-fenerbahce-will-increase-attention-turkish-league-2024-06-03/>.
- Elshayyal, J. (2020, May 30). A decade has passed, but the Mavi Marmara killings I saw still shape me. *Al Jazeera*, <https://www.aljazeera.com/features/2020/5/30/a-decade-has-passed-but-the-mavi-marmara-killings-i-saw-still-shape-me>.
- Fischer, K. (2023). The Fulbright Program Is Quietly Burying Its History, *The Chronicle of Higher Education*, December 8.
- Fulbright, J. W. (1976). The Most Significant and Important Activity I Have Been Privileged to Engage in during My Years in the Senate, *The ANNALS of the American Academy of Political and Social Science* 424/1, March.
- Johnson, L. R. (2022). Memory, Commemoration, Crisis: Fulbright, Arkansas, and the Seventy-Fifth Anniversary of the Fulbright Program, 1946-2021, Part II. *Hungarian Review*, March, <https://hungarianreview.com/article/memory-commemoration-crisis-fulbright-arkansas-and-the-seventy-fifth-anniversary-of-the-fulbright-program-1946-2021/>.
- Johnson, L. R. (2021). Memory, Commemoration, Crisis: Fulbright, Arkansas, and the Seventy-Fifth Anniversary of the Fulbright Program, 1946-2021, Part I, *Hungarian Review*, <https://hungarianreview.com/article/memory-commemoration-crisis/>.
- Leasca, S. (2024, February 6). Two of the most-visited cities in the world are in Turkey - this one is the unsung hero. BBC, <https://www.bbc.com/travel/article/20240206-most-visited-cities-in-the-world-istanbul-antalya-turkey-travel-visa-requirements>.
- Merkel, A. (2019, January 28). Remarks of Chancellor Angela Merkel of Germany, upon receiving the 2018 J. William Fulbright Prize for International Understanding at a ceremony in Berlin, <https://www.youtube.com/watch?v=j01B-jryB20E>.
- Nutter, J. (2020, January/February). The Foreign Service By the Numbers. *The Foreign Service Journal*, <https://afsa.org/foreign-service-numbers>.

- Schmich, M. (1997, June 1). Advice, Like Youth, Probably Just Wasted on the Young. *Chicago Tribune*.
- Silk, R. (2024, June 13). Turkish Airlines envisions having 20 U.S. gateways. *Travel Weekly*, <https://www.travelweekly.com/Travel-News/Airline-News/Turkish-Airlines-envisions-20-US-gateways>.
- Snow, N and Keegan, P. (1993, Jan-Feb). Senator Fulbright: Arkansas' Other Favorite Son, *Washington International*, Vol. 7, No. 1.
- Snow, N. E. (1992). *Fulbright Scholars as Cultural Mediators: An Exploratory Study* (Order No. 9312019). Available from ProQuest Dissertations & Theses Global: The Humanities and Social Sciences Collection. (303981361), <https://www.proquest.com/dissertations-theses/fulbright-scholars-as-cultural-mediators/docview/303981361/se-2>.
- Snow, N. (2024, May 10). Japan, like Greece, finds it taxing to deal with too many tourists, *Nikkei Asia*, <https://asia.nikkei.com/Opinion/Japan-like-Greece-finds-it-taxing-to-deal-with-too-many-tourists>.
- Snow, N. (1992, April). Cultural Mediation and the Fulbright Ideal, *Frankly*, the newsletter of the German Fulbright Alumni Association, No. 7.
- Snow, N. (1991, Oct-Nov). Becoming Cultural Mediators, *SIETAR Communique*, Vol. XXI, No. 6.
- U.S. Department of State, Who Else Can Be a Diplomat section on citizen diplomacy, <https://diplomacy.state.gov/who-else-can-be-a-diplomat-everyone/>.
- U.S. Department of State, Bureau of Consular Affairs, Reports and Statistics, <https://travel.state.gov/content/travel/en/about-us/reports-and-statistics.html>.
- University of Arkansas (2015, August 31). Press Release: Global Scholars Meet to Discuss the Fulbright Foreign Policy Legacy, <https://news.uark.edu/articles/32145/global-scholars-meet-to-discuss-the-fulbright-foreign-policy-legacy>.
- Wolf, B. (2010, August 1). Among The Greatest Cuisines, Turkish Is A Delight. National Public Radio Weekend Edition Sunday, <https://www.npr.org/2010/08/01/128907103/among-the-greatest-cuisines-turkish-is-a-delight>.
- Woods, R.B. (2020, July 13). Fulbright: A tale of two icons. Special to the *Northwest Arkansas Democrat-Gazette*. <https://www.nwaonline.com/news/2020/jul/13/fulbright-tale-two-icons/>