

119TH CONGRESS
2D SESSION

H. R. 8161

To encourage the practice of expeditionary diplomacy at the Department
of State.

IN THE HOUSE OF REPRESENTATIVES

MARCH 30, 2026

Ms. JACOBS (for herself and Mr. BAUMGARTNER) introduced the following bill;
which was referred to the Committee on Foreign Affairs

A BILL

To encourage the practice of expeditionary diplomacy at the
Department of State.

1 *Be it enacted by the Senate and House of Representa-*
2 *tives of the United States of America in Congress assembled,*

3 **SECTION 1. SHORT TITLE.**

4 This Act may be cited as the “Expeditionary Diplo-
5 macy Act”.

6 **SEC. 2. DEFINITION REQUIREMENT.**

7 (a) IN GENERAL.—Not later than 90 days after the
8 date of the enactment of this Act, the Secretary of State
9 shall submit a report to the appropriate congressional
10 committees that includes a definition of the term “expedi-

tionary diplomacy”, and how it relates to diplomacy that is not expeditionary, and an overview of how the Department of State will apply this definition to enhance its ability to conduct expeditionary diplomacy in environments with an elevated security risk, including under the Diplomatic Security Act of 1986 (22 U.S.C. 4801 et seq.), as amended by section 9302 of the James M. Inhofe National Defense Authorization Act for Fiscal Year 2023 (Public Law 117–263).

(b) CONSULTATION.—The Secretary of State shall consult relevant external stakeholders on the formulation of the definition required in subsection (a), which may include the American Academy of Diplomacy and the American Foreign Service Association, as appropriate.

**SEC. 3. REPORT ON EXPEDITIONARY DIPLOMACY AT THE
DEPARTMENT OF STATE.**

(a) IN GENERAL.—Not later than 18 months after the submission of the report required by section 2, the Comptroller General of the United States shall submit to the appropriate congressional committees a report on challenges with respect to expeditionary diplomacy at the Department of State and United States embassies and posts and recommendations to address such challenges.

(b) MATTERS TO BE INCLUDED.—The report required by subsection (a) shall include the following:

1 (1) An assessment of the capacity of regional
2 security officers within the Department of State, in-
3 cluding with respect to enabling expeditionary diplo-
4 macy, and, if applicable, recommendations to ad-
5 dress any challenges in capacity.

6 (2) A description of other challenges, internal
7 and external to the Department of State, that pre-
8 vent increased expeditionary diplomacy practiced
9 among Chiefs of Mission and members of the For-
10 eign Service.

11 (3) An assessment of whether existing Depart-
12 ment of State initiatives, and laws and regulations
13 applicable to the Department, including under the
14 Diplomatic Security Act of 1986 (22 U.S.C. 4801 et
15 seq.), as amended by section 9302 of the James M.
16 Inhofe National Defense Authorization Act for Fis-
17 cal Year 2023 (Public Law 117–263), further in-
18 cluding the provisions on promotion precepts, train-
19 ing, and the sense of Congress on the establishment
20 of an Expeditionary Diplomacy Award, are being
21 utilized to address such other challenges, to include
22 analysis describing the effectiveness of such initia-
23 tives, laws, and regulations in doing so.

24 (4) An assessment of previous and ongoing ef-
25 forts to enable expeditionary diplomacy, including in

1 environments with an elevated security risk, that
2 have been successful, and any lessons learned from
3 such efforts, and recommendations as to how, if at
4 all, those lessons learned could be applied more gen-
5 erally across the Department of State.

6 (5) An assessment of how personnel policies at
7 diplomatic posts and across the Foreign Service
8 more generally impact members' of the Foreign
9 Service ability to practice expeditionary diplomacy,
10 complete tours longer than one year in assignments
11 to environments with an elevated security risk, and
12 obtain sufficient country-level expertise (including
13 through developing robust contacts with host coun-
14 try officials, business leaders, civil society groups,
15 and other key stakeholders), and, if applicable, rec-
16 ommendations to improve such policies to incentivize
17 members of the Foreign Service to carry out such
18 work.

19 **SEC. 4. SENSE OF CONGRESS.**

20 It is the sense of Congress that the President should
21 include in the "President's Letters of Instruction" the
22 promotion of appropriate and effective risk management
23 practices to encourage diplomats to regularly and mean-
24 ingfully engage in expeditionary diplomacy and with popu-

1 lations in the country, including in high security and high
2 threat environments.

3 **SEC. 5. AMENDMENTS TO CHIEF OF MISSION AUTHORITY.**

4 Section 207(a) of the Foreign Service Act of 1980
5 (22 U.S.C. 3927(a)) is amended—

6 (1) in paragraph (1), by striking the “and” at
7 the end;

8 (2) in paragraph (2), by striking the period at
9 the end and inserting “; and”; and

10 (3) by adding at the end the following:

11 “(3) shall exercise appropriate and effective risk
12 management practices to encourage all relevant Gov-
13 ernment executive branch employees in that country
14 to regularly and meaningfully engage in expedi-
15 tionary diplomacy and with the populations in such
16 country.”.

17 **SEC. 6. ESTABLISHMENT OF EXPEDITIONARY DIPLOMACY**
18 **TIGER TEAM.**

19 (a) ESTABLISHMENT.—Not later than 1 year after
20 the date of the enactment of this Act, the Secretary of
21 State shall establish a team (commonly known as a “Tiger
22 Team” and referred to in this section as the “Tiger
23 Team”) dedicated to producing recommendations to the
24 Secretary of State to improve the ability and willingness
25 of Chiefs of Mission and Regional Security Officers to ap-

1 prove expeditionary diplomacy and of members of the For-
2 eign Service to regularly practice expeditionary diplomacy.
3 The Tiger Team shall consist of appropriate personnel of
4 the Department of State assigned to the Tiger Team by
5 the Secretary for the purposes of this section.

6 (b) TIGER TEAM LEADER.—One of the persons as-
7 signed to the Tiger Team under subsection (a) shall be
8 a senior-level officer or employee of the Department who
9 shall serve as the lead official of the Tiger Team (in this
10 section referred to as the “Tiger Team Leader”) and who
11 shall be accountable for the activities of the Tiger Team
12 under this section and not serve concurrently in another
13 assignment or position at the Department during the ten-
14 ure of the Tiger Team.

15 (c) REPORT ON COMPOSITION.—Not later than 1
16 year after the date of the enactment of this Act, the Sec-
17 retary shall submit to Congress a report setting forth the
18 names and titles of the personnel of the Department as-
19 signed to the Tiger Team pursuant to this subsection, in-
20 cluding the positions to which assigned, which shall at
21 minimum include at least one official that reports to the
22 Under Secretary of Political Affairs, an official with inter-
23 national development experience and expertise, and at
24 least one official each from the Bureaus of Diplomatic Se-
25 curity, Administration, Diplomatic Technology, Human

1 Resources, Medical Services, and Overseas Building Oper-
2 ations, respectively. The report shall specify the name of
3 the individual assigned as Tiger Team Leader.

4 (d) DUTIES.—

5 (1) IN GENERAL.—The Tiger Team shall
6 produce recommendations to the Secretary of State
7 to improve the ability and willingness of Chiefs of
8 Mission and Regional Security Officers to approve
9 expeditionary diplomacy and of members of the For-
10 eign Service to regularly practice expeditionary di-
11 plomacy.

12 (2) COLLABORATION.—In conducting activities
13 under this subsection, the Tiger Team Leader shall
14 identify appropriate external stakeholders with
15 whom the Tiger Team shall work to carry out such
16 activities. Such stakeholders shall include the fol-
17 lowing:

18 (A) American Academy of Diplomacy.

19 (B) American Foreign Service Association.

20 (C) Overseas Security Advisory Council.

21 (D) Such other stakeholders as the Tiger
22 Team Leader considers appropriate.

23 (3) INITIAL REPORT.—Not later than 18
24 months after the date of the enactment of this Act,
25 the Secretary of State shall submit to Congress a

1 plan on the Tiger Team’s work, to include the fol-
2 lowing:

3 (A) A description of the manner in which
4 the Secretary, working through the Tiger Team
5 and in collaboration with external stakeholders
6 described in paragraph (2), shall—

7 (i) assess the current state of the De-
8 partment’s ability and willingness to prac-
9 tice expeditionary diplomacy;

10 (ii) review previous and current De-
11 partment of State efforts and historical
12 recommendation reports, external and in-
13 ternal, on expeditionary diplomacy;

14 (iii) assess the current challenges ex-
15 perience by the Department, Chiefs of
16 Mission, and members of the Foreign Serv-
17 ice in practicing expeditionary diplomacy;
18 and

19 (iv) produce policy, regulations, and
20 legislative recommendations to address
21 such challenges.

22 (B) A timeline for the implementation, car-
23 rying out, and completion of the plan required
24 under this paragraph.

1 (C) A description of the additional fund-
2 ing, personnel, or other resources of the De-
3 partment required to carry out the plan re-
4 quired under this paragraph, including any
5 modification of applicable statutory or adminis-
6 trative authorities.

7 (4) IMPLEMENTATION OF PLAN.—

8 (A) IN GENERAL.—The Secretary shall im-
9 plement and carry out the plan submitted under
10 paragraph (3) in accordance with the timeline
11 submitted under subparagraph (B) of that
12 paragraph.

13 (B) UPDATES.—Not less frequently than
14 once every 90 days after the submittal of the
15 report on the plan under paragraph (3), the
16 Tiger Team shall submit to Congress an update
17 on such plan.

18 (5) FINAL REPORT.—Not later than 2 years
19 after the date of the enactment of this Act, the
20 Tiger Team shall submit to the appropriate congres-
21 sional committees a final report on the activities of
22 the Tiger Team under this subsection. The report
23 shall set forth the following:

24 (A) A description of the challenges related
25 to expeditionary diplomacy identified pursuant

1 to paragraph (3)(A)(ii), including challenges
2 identified by the Comptroller General of the
3 United States pursuant to the report in section
4 3.

5 (B) A description of recommendations to
6 address such challenges, including the re-
7 sources, staffing, authorities, and legislative
8 changes required for implementation, pursuant
9 to paragraph (3)(A)(iii).

10 (C) A timeline for the implementation of
11 such recommendations.

12 (D) A designation of an office responsible
13 for monitoring the implementation of such rec-
14 ommendations following the termination of the
15 Tiger Team pursuant to paragraph (6).

16 (E) Any changes, as appropriate, to the
17 definition required by section 2.

18 (6) MONITORING IMPLEMENTATION.—For the
19 period of 90 days after the date on which the final
20 report required by paragraph (5) is submitted, the
21 Tiger Team shall oversee and monitor the implemen-
22 tation of recommendations submitted in such report.

23 (7) TERMINATION.—On the date that is 90
24 days after the date on which the final report re-

1 quired by paragraph (5) is submitted, the Secretary
2 shall terminate the Tiger Team.

3 **SEC. 7. APPROPRIATE CONGRESSIONAL COMMITTEES DE-**
4 **FINED.**

5 In this Act, the term “appropriate congressional com-
6 mittees” means—

7 (1) the Committee on Foreign Affairs of the
8 House of Representatives; and

9 (2) the Committee on Foreign Relations of the
10 Senate.

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