



Crystal N. Armstrong

Associate

Contact

Nashville

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Overview

Crystal Armstrong helps hospital systems and health care providers navigate complex state and federal regulations and challenges, developing robust, growth-oriented legal strategies for streamlined operations and risk-averse structures for long-term compliance. Within her multidisciplinary practice, she also guides businesses and nonprofits through complex tax law and corporate M&A matters, supporting strategic and financial objectives with integrative counsel on tax structuring and regulatory adherence.

Prior to joining Spencer Fane, Crystal gained experience assisting with due diligence in health care mergers and acquisitions and advised a diverse client base – including pharmacies, hospitals and health systems, and health care industry investors – on a variety of regulatory and compliance matters.

As a transactional attorney, Crystal supports clients in the health care and business sectors with entity formation, mergers and acquisitions, corporate governance, and the negotiation and drafting of a range of transactional agreements and corporate documents. She also advises public charities and other tax-exempt organizations on formation, tax-exempt status applications, governance, and ongoing tax and regulatory compliance matters.

While earning her Juris Doctor at The University of Alabama School of Law, Crystal served as the vice president of the Black Law Student Association, president of the Health Law Society, a Law School Ambassador, a member of the Bench and Bar Legal Honor Society, and the acquisitions & development editor for the *Law & Psychology Review*. She was also a student attorney in the Nonprofit and Entrepreneurship Clinic, where she gained early exposure to working with nonprofits.

Prior to attending law school, Crystal spent five years as a school psychologist, a background which helps her better interpret complex relational dynamics and prioritize strong client communication.

Education

- University of Alabama School of Law, 2023 (J.D.)
- Middle Tennessee State University, 2015 (Ed.S.)

- Middle Tennessee State University, 2014 (M.A.)
- Tennessee State University, 2012 (B.S.), *summa cum laude*

Bar Admissions

- Tennessee
- Texas

Community Involvement

- Nashville Philharmonic Orchestra, Board Member, 2026-Present
- Communities in Schools of Tennessee, Board Member, 2026
- Nashville Young Leaders Council, Fall 2025 Cohort
- Rejoice School of Ballet, Volunteer
- Arts & Business Council of Greater Nashville, Volunteer Lawyers & Professionals for the Arts Advisory Committee

Distinctions

- The National Black Lawyers, Top 40 Under 40, 2026

Memberships

- Georgetown Law Tax LLM. Council, Employee Benefits Committee, Co-Chair
- Lawyers' Association for Women, Marion Griffin Chapter, Networking Committee, Co-Chair
- American Bar Association
- National Bar Association
- Tennessee Bar Association
- Nashville Bar Association
- Napier Looby Bar Association
- Estate Planning Council of Middle Tennessee